



City Chambers
DUNDEE
DD1 3BY

13th March, 2026

TO: ALL MEMBERS OF THE TAY
CITIES REGION JOINT COMMITTEE

Dear Sir/Madam

TAY CITIES REGION JOINT COMMITTEE

Will you please attend a MEETING of the TAY CITIES REGION JOINT COMMITTEE on Friday, 20th March, 2026 at 10:00am, to be held remotely.

Please submit any apologies to Arlene Hay, Committee Services Officer on telephone (01382) 434818 or by e-mail at arlene.hay@dundeecity.gov.uk.

Members of the Press or Public wishing to join the meeting should contact Arlene Hay, Committee Services Officer on telephone (01382) 434818 or by e-mail at arlene.hay@dundeecity.gov.uk by 12 noon on 17th March, 2026.

Yours faithfully

ROGER MENNIE

Clerk to the Joint Committee

- 1 WELCOME AND APOLOGIES
- 2 DECLARATIONS OF INTEREST
- 3 MINUTE OF MEETING OF 12TH DECEMBER, 2025 - Page 1

(Copy enclosed).

PART 1: REGIONAL COLLABORATION

- 4 UPDATE ON UK GOVERNMENT LOCAL GROWTH FUND AND SCOTTISH GOVERNMENT REGIONAL PARTNERSHIPS ARRANGEMENTS - Page 5

(Report No TCRJC01-2026 by Jill Paterson, Angus Council, on behalf of the Heads of Economic Development Group).

PART 2: THE DEAL

5 PMO UPDATE & RESHAPING THE TAY CITIES REGION DEAL

(Presentation update by Paul Thomson TCRD S95 Officer, and Mo Saunders PMO Programme Manager).

6 ANNUAL PERFORMANCE REPORT AND BENEFITS REALISATION PLAN - Page 9

(Report No TCRJC03-2026, by Hannah Hutchison, PMO Project Officer).

7 PROGRAMME OF MEETINGS 2026

Friday, 19th June 2026, to be held in person (hybrid)

Friday, 18th September 2026, to be held remotely

Friday, 11th December 2026, to be held remotely

8 AOCB

9 DATE OF NEXT MEETING

Friday, 19th June, 2026 at 10.00am to be held in person (hybrid) – venue TBC.

At a MEETING of the **TAY CITIES REGION JOINT COMMITTEE** held remotely on Friday, 12th December, 2025.

Present:-

Angus Council

Councillor Bill DUFF
Councillor George MEECHAN
Councillor Jill SCOTT

Dundee City Council

Councillor Georgia CRUICKSHANK
Councillor Mark FLYNN
Councillor Steven ROME

Fife Council

Councillor David ROSS
Councillor Jonny TEPP

Perth & Kinross Council

Councillor Eric DRYSDALE
Councillor John DUFF
Councillor Jack WELCH

Non-Elected Members

Jamie BELL, Scottish Enterprise
Colin CAMPBELL, HE/FE Representative
Alison CARRINGTON, Skills Development Scotland Representative
Alison HENDERSON, Enterprise Forum Chair
Hayley MEARNES, Third Sector
Councillor Andrew PARROTT, Tactran

Also Present

Kathryn LINDSAY, Angus Council
Graeme DAILLY, Angus Council
Greg COLGAN, Dundee City Council
Robin PRESSWOOD, Dundee City Council
Paul THOMSON, Dundee City Council
Roger MENNIE, Dundee City Council
Steve BELL, Dundee City Council
Ross MACKENZIE, Dundee City Council
Kirsty EASTON, Perth and Kinross Council
Mark SPEED, Tactran

Mo SAUNDERS, PMO Programme Manager
Clare SLATER, PMO Project Manager
Hannah HUTCHISON, PMO Project Officer
Jo ROSS, PMO Programme Co-ordinator

Councillor Mark FLYNN, in the Chair (Articles I & II)
Councillor George MEECHAN, in the Chair (Articles III to XI)

I APOLOGIES

Apologies had been intimated from Councillor Alycia Hayes, Matt Lockley, Ronnie Palin and Nigel Seaton who are voting members and Thomas Glen.

II CHANGE OF CHAIR FOR TAY CITIES REGION JOINT COMMITTEE

In terms of Clause TWELVE of the Governance Agreement, and Article II of the minute of meeting of this Joint Committee of 18th May 2018, the Joint Committee noted that Councillor George Meechan of Angus Council became Convener in succession to Councillor Mark Flynn of Dundee City Council.

The Joint Committee also appointed Councillor Eric Drysdale of Perth & Kinross Council as Vice-Convener.

Prior to vacating the Chair, Councillor Flynn paid tribute to all members of the Joint Committee and the PMO.

Thereafter, Councillor Meechan took the Chair for the remainder of the meeting.

III DECLARATIONS OF INTEREST

There were no declarations of interest.

IV MINUTE OF MEETING OF 3RD OCTOBER, 2025

The minute of meeting of 3rd October, 2025 was submitted and approved.

PART 1: REGIONAL COLLABORATION

V HEADS OF ECONOMIC DEVELOPMENT GROUP UPDATE

A presentation by Ross Mackenzie, Dundee City Council, on behalf of Gregor Hamilton, was given to the Joint Committee on Regional Collaboration.

In relation to the Prospectus for Regional Growth, the Heads of Economic Delivery Group had been remitted to agree Lead Sponsor/Delivery Leads for each opportunity and enabling theme and to progress agreed next steps for each opportunity/enabling theme. Focused meetings around deep dives into the themes had taken place so far covering Life Sciences, Tourism and Culture, Creative, Digital, Cyber and Skills and Talent.

It was noted that the 'Reshaping the Deal' process continued to be supported, active participation was continuing in the Regional Economic Partnership Network Meetings and engagement with the UK Government also continued.

There had been participation in the Tayside Transform Business Festival which took place in March and the Meet the Buyer Tayside event which took place in February. There would also be involvement in the Tay Country Tourism Conference which had been arranged for 3rd March, 2026.

A copy of the presentation would be issued to members.

The Joint Committee noted the position.

PART 2: TAY CITIES REGION DEAL

VI RESHAPING THE TAY CITIES REGION DEAL

A presentation by Paul Thomson, TCD S95 Officer and PMO Programme Manager, Mo Saunders, was given to the Joint Committee outlining the current position with regards to the Tay Cities Region Deal. A copy of the presentation had been issued with the agenda.

It was noted that the first stage of work was to seek assurance on each fund/programme and project within the Deal Programme that they could still deliver:

- the commitments that they entered into at Deal signing; and
- the original project awarded the funding, subject to a substantive change being agreed.

Panel meetings took place in November to review all the assurances to ensure they remained deliverable. Both Governments were in attendance in an observational capacity. The Panel identified actions for some of the fund, programme and project assurances and these were to be addressed by no later than 28th February, 2026. The Panel will then review all assurances in March 2026. This work will inform the reshaping of the programme to enable the partnership to ensure delivery. The outcome of this work will be provided at the TCRJC meeting on 20th March, 2026.

It was noted that an open call for projects would be placed on the Tay Cities Region Deal website this month. Projects are to be asked to complete an HM Treasury Green Book Strategic Outline Case (SOC) template. All projects would be required to demonstrate deliverability, regional economic investment impact and how they align with the Regional Economic Strategy & Prospectus. The deadline for SOC submission had been revised to 13th March, 2026 and the Panel will review and assess all submissions in April with a view to Joint Committee members receiving an update on 19th June, 2026.

Any changes to the current programme would require Government Ministerial approval. The partners are required to submit written documentation that set out their revised proposal. The PMO had been looking at best practice and submissions made by other Deals to inform this work.

Mo reported that there would be a press release regarding the open call for projects and it would be clear that there would be no guarantee about funding being available. There was also a query in relation to revenue support for the application process and Paul confirmed that there was none available.

In relation to a query about whether the open call would be for all businesses or limited to public partners, it was confirmed that it would be open to all as long as they met the criteria.

The Joint Committee noted the position.

VII TARGETING HIDDEN TALENTS BUSINESS JUSTIFICATION CASE FOR APPROVAL

A presentation by Ross Mackenzie, Dundee City Council was given to the Joint Committee on the Targeting Hidden Talent Project (Phase 1): Business Case Justification.

The presentation covered the problem, the approach and the delivery and outputs which detailed the £1.9M available for phase 1 which would cover April 2026 - March 2028. It was noted that there were approximately 38,000 people not working. Specific communities would be targeted. Approximately 330 individuals with stage zero support would be engaged with. These would be people who had either never worked or not been in work for many years.

A copy of the presentation would be issued to members.

Report No TCJC12-2025 was submitted by Robin Preswood, Dundee City Council seeking approval of the Business Justification Case (BJC) for the Project TCD024f Targeting Hidden Talent – Phase 1.

The Joint Committee agreed:

- (i) to consider the report and the BJC for TCD024f Targeting Hidden Talent – Phase 1; and
- (ii) to approve the BJC for the Hidden Talent Project Phase 1, noting that Government approval had been secured (subject to operational conditions set out in section 8 of the report) as had Management Group approval, and that the Subsidy Control Tay Cities risk assessment had been completed.

Members queried the ambition of the pilot project, and the need to ensure that it covered both urban and rural areas. It was agreed relevant council employability officers should offer more detailed discussion with their key elected members to explore specific issues in each Local Authority area. A review would be brought back to the Joint Committee after a year including possible income streams to support additional Stage Zero work if the project had been a success.

VIII AUDITED AND UNAUDITED ACCOUNTS

The S95 Officer, Paul Thomson, asked the Joint Committee to note that the accounts for Tay Cities Region Deal had been included formally in the accounts for Dundee City Council and that they had been audited and concluded. Copies of the accounts could be made available on request.

The Joint Committee noted the position.

IX PROGRAMME OF MEETINGS 2026

The Joint Committee noted the programme of meetings for 2026:-

Friday, 20th March, 2026, to be held remotely

Friday 19th June, 2026 to be held in person (hybrid) at a venue to be confirmed

Friday, 18th September, 2026, to be held remotely

Friday, 11th December, 2026, to be held remotely.

X AOCB

- (i) TAY CITIES REGION DEAL ANNUAL PERFORMANCE REPORT AND BENEFITS REALISATION PLAN UPDATE

Hannah Hutchison, Tay Cities Project Officer reported that the Annual Performance Report and Benefits Realisation Plan Update draft reports had been considered and approved by the Management Group. The drafts would be submitted to the Government in December with the final versions being presented to the Joint Committee for their consideration for approval in March 2026.

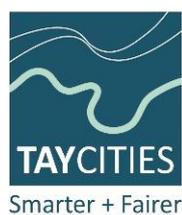
The Joint Committee noted the position.

XI DATE OF NEXT MEETING

Friday 20th March, 2026 at 10.00am.

Councillor Mark FLYNN, in the Chair (Articles I and II).

Councillor George Meechan, in the Chair (Articles III to XIII).

ITEM No ...4.....

REPORT TO: TAY CITIES REGION JOINT COMMITTEE

REPORT ON: UPDATE ON UK GOVERNMENT LOCAL GROWTH FUND AND SCOTTISH GOVERNMENT REGIONAL PARTNERSHIPS ARRANGEMENTS

REPORT BY: JILL PATERSON, SERVICE LEADER PLANNING & SUSTAINABLE GROWTH, ANGUS COUNCIL

REPORT NO: TCRJC01-2026

1. PURPOSE OF REPORT

- 1.1. This report provides an update to the Joint Committee on the UK Government Local Growth Fund and Scottish Government activity in relation to Regional Partnerships.

2. RECOMMENDATIONS

- 2.1. It is recommended that the Joint Committee:
- i. Considers and notes the position and timescales in relation to the UK Government Local Growth Fund and that the required Investment Plan will be reported to a future meeting of the Joint Committee.
 - ii. Considers and notes current activity and the approach from Scottish Government to Regional Partnerships.
 - iii. Agree the scope of the use of capacity funding towards additional resource to explore potential powers and responsibilities for the Tay Cities area as submitted to the Scottish Government in the Expression of Interest.

3. UK GOVERNMENT LOCAL GROWTH FUND

- 3.1 The UK Government revealed at the June 2025 Spending Review that the UK Shared Prosperity Fund (UKSPF) would not continue beyond the 2025-26 transition year. In the UK Government Budget of the 26th November 2025, it was announced that the replacement would be a Local Growth Fund, with details for delivery in Scotland to be released in January 2026.
- 3.2 On the 8th January 2026 the UK Government announced a £140 million Local Growth Fund for Scotland. The aim of the fund is to drive economic prosperity. Only five of Scotland's eight regions received an allocation from the Fund. Tay Cities

region was one of these, securing is £19.5 million, over the next three years (2026/27 to 2028/29).

- 3.3 Details of the funding requirements are still being finalised at this time by the UK Government. They have indicated that it is likely to focus on the key themes of infrastructure investment, business support and skills development. They have also highlighted that they are looking for it to demonstrate a regional focus.
- 3.4 The funding splits for the Tay Cities area is set out below:

Tay Cities Region Allocation	2026/27	2027/28	2028/29	TOTAL
Revenue	£2.2M	£2.2M	£1.5M	£5.7M
Capital	£5.0M	£4.7M	£3.8M	£13.5M
Total	£7.3M	£6.9M	£5.3M	£19.5M

Note: totals do not match due to rounding.

- 3.5 The UK Government are presenting the Local Growth Fund as a new programme to site alongside the Pride in Place programme. With the UKSPF programme ending on the 31st March 2026 this presents a number of changes and risks which the Partnership will need to be aware of and consider.
- 3.6 While the total £7.3 million for 2026-27 is similar to the UKSPF allocation across the region in 2025-2026, it decreases by 26% in year 3. In addition, the focus has shifted significantly from revenue support to capital and from a local to regional approach. This will have particular implications for the delivery of future revenue funded programmes and projects at a local level, in particular employability support.
- 3.7 The most significant change in the approach is the shift to regional working. UK Government have advised that any approach to apportion funding per local authority area would not be supported. This will require joint working across the Tay Cities partners to develop the approach and required investment plan. Delivery is expected to be through Regional Economic Partnerships (REPs). Many REPs including the Tay Cities area are still in early development and primarily driven by the imperative of delivering City and Growth Deal funding.
- 3.8 The prospectus for the Local Growth Fund has not yet been published by UK Government, likely to be by the end of March 2026, however early indications are that it will most likely focus on the following three themes:
- Infrastructure investment: expanding labour market reach and enabling agglomeration benefits across functional economic areas.
 - Business support: strengthening regional clusters and increasing innovation and investment to drive firm-level competitiveness and sectoral growth.
 - Skills development: providing the human capital aligned to priority sectors and emerging technologies.

- 3.9 Officers are working closely with regional colleagues and the Scotland Office, which is leading on Local Growth Funding in Scotland, to support the development of the new programme. Despite the absence of the prospectus, initial discussions of officers have reviewed the positive outcomes from the UKSPF, current pipeline activity across partners and existing regional programmes.
- 3.10 The approach to management and governance of the fund at regional level will be considered by the Tay Cities Heads of Economic Development group, who will develop the required investment plan, currently expected to be submitted in May 2026. It is anticipated the proposals will be considered by the Tay Cities Management Group with recommendations submitted to the Tay Cities Joint Committee for final approval under the Joint Committee's Regional Economic Partnership remit.

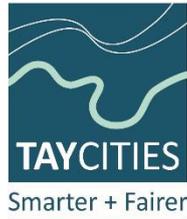
4 REGIONAL PARTNERSHIP UPDATE

- 4.1 The Scottish Government signalled its intention to strengthen the role of Regional Partnerships through an announcement from the First Minister on 28th November 2025 to legislate to provide Regional Partnerships the option to obtain legal status and a range of powers. This is likely to be brought forward in the second term of next Parliament, subject to the election outcome.
- 4.2 This work initially focussed on Regional Economic Partnerships (REP's). The term 'Economic' has been recently dropped by the Scottish Government to reflect the wider opportunities, to expand their strategic capacity and devolved competencies in areas such as skills, transportation, economic development and planning.
- 4.3 Alongside the announcement in November 2025 was information that capacity funding would be made available to support Regional Partnerships to build capacity ahead of the legislation. The details of the funding were made available on the 5th February 2026, noting that £400k would be made available to Regional Partnerships across Scotland for the 2025/26 period, resulting in up to £50k for the Tay Cities region. Further capacity funding is planned for 2026/27 (anticipated to be £900k), subject to confirmation of the draft budget by Parliament.
- 4.4 The purpose of the capacity funding is to explore opportunities for greater regional working or to set up or formalise regional governance structures. This could include, but is not limited to, dedicated staff resource, taking forward in-depth consultation and outreach, and relevant consultancy costs. This funding cannot be used to fund existing work, unless it shows clear additionality (e.g. expanding the scope or remit of the work).
- 4.5 The capacity funding is not awarded on a competitive basis, but instead funding will be available to each partnership once there is agreement on what it will be used for. Each partnership was therefore required to submit an expression of interest (EOI) setting out the proposed use of the funding in line with the above purpose by 27th February 2026.
- 4.6 Following discussion at the Tay Cities Heads of Economic Development group it was determined to utilise the funding towards additional resource to support the partnership to develop the existing governance and decision making models and explore the potential powers and responsibilities that would work with the Tay Cities area.

- 4.7 The proposed key outputs and outcomes anticipated from this work, in working close with Partners, are outlined below:
- Explore a range of options to strengthen the existing regional collaboration in the Tay Cities and the resources, potential powers and governance to support the evolution into the regional space.
 - Explore the synergies and opportunities in other key regional area (e.g. transportation and planning).
 - Support the Heads of Economic Development to develop and transition the current Regional Economic Prospectus into a detailed framework and action plan for future delivery within the area, in line with the key themes (linking and drawing in ambitions from Partners).
 - Consider potential approaches to the Regional Intelligence Hub taking account of learning from the current pilot work.
 - Identify and provide an options report on the potential fiscal powers and financial models to support delivery plans, strategies and infrastructure.
- 4.9 The submission through the EOI sought flexibility on the type of resource to take forward this scope of work.

5. CONSULTATIONS

This report has been prepared by Jill Paterson as current Chair of the Tay Cities Heads of Economic Development Group following a verbal update to the Tay Cities Management Group.



REPORT TO: TAY CITIES REGION JOINT COMMITTEE

REPORT ON: TAY CITIES REGION DEAL ANNUAL PERFORMANCE REPORT & BENEFITS REALISATION PLAN UPDATES FOR APPROVAL

REPORT BY: HANNAH HUTCHISON, TAY CITIES PROJECT OFFICER

REPORT NO: TCRJC03-2026

1. PURPOSE OF REPORT

- 1.1. This report seeks to update the Joint Committee on the October 2024 – September 2025 Annual Performance Report (Appendix 1) & Benefits Realisation Plan update (Appendix 2), and seeks approval of both documents.

2. RECOMMENDATIONS

- 2.1. The Joint Committee is asked to consider this report and:
- a) Approve the updated Annual Performance Report and Benefits Realisation Plan for publication.

3. BACKGROUND

SUMMARY OF THE ANNUAL PERFORMANCE REPORT UPDATE

- 3.1. The Annual Performance Report has been drafted to include updates for the period of 1st October 2024 and 30th September 2025, highlighting progress to the jobs realised, leverage secured and funding released for the region.
- 3.2. The Annual Report is a key document for the Partners to report on progress towards the delivery of commitments in the current Deal Programme. This work will also be key to informing future investment opportunities, both in how the Partnership may wish to select and prioritise future projects and as evidence to demonstrate confidence to Governments.
- 3.3. The headlines of the commitments made by the Partnership from the Annual Performance Report this year are:
- i. Tay Cities Region Deal marks half-way point as it entered **Year 6 and has drawn down over half of the £300m funding allocated**. To date, **£156.892m of Government investment has been released**. This equates to 52%.
 - ii. **£258m leverage has been secured** by Projects within the Deal. This equates to **65% of the overall leverage commitment** of the Deal.

- iii. **5,307 jobs realised by Projects since Deal signing**, split between new jobs, construction jobs and protected jobs:
 - 2,312 new jobs
 - 1,322 construction jobs, and
 - 1,672 protected jobs

4. SUMMARY OF THE BENEFITS REALISATION PLAN UPDATE

- 4.1. There is a commitment to update the Benefits Realisation Plan (BRP) annually in line with the Annual Performance Report, as well as annual monitoring from all Deal Programmes, Funds and Projects. There was very minimal updates made to the Plan for 2025, with updates made to Programme Evaluation to show it is now in progress.

5. NEXT STEPS

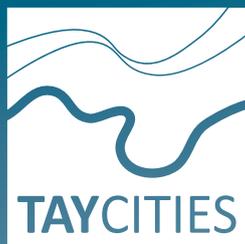
- 5.1. Following approval of the updated Annual Performance Report and Benefits Realisation Plan, the Deal will:
 - Continue to report benefits annually in Q2. The PMO will continue to liaise with Partners to ensure that comprehensive reporting against outputs and other commitments is captured.
 - Implement the new evaluation approach. The PMO will liaise with relevant stakeholders to implement the requirements in 2026/27 and in future years.
 - Continue to use the Benefits Realisation sub-group, stemmed from the National PMO Networking Group to streamline processes around reporting and evaluation and this will be taken in to account.
- 5.2. Subject to approval, both documents will be published on the Tay Cities website.
- 5.3. The PR & Comms Boiler Plate will be updated to reflect the figures in the Annual Performance Report and shared with the PR & Comms Group.

6. CONSULTATIONS

- 6.1. In addition to being shared with both Governments the Annual Performance Report and Benefits Realisation Plan has been shared with the Governance groups within the Partnership for their input and comments.
- 6.2. The PMO have worked with Angus Council to develop an updated design for both documents. Angus Council are thanked for their work and contribution to creating the final documents on behalf of the Partnership.
- 6.3. The Management Group recommended both the Annual Performance Report and Benefits Realisation Plan to the Joint Committee on 5th March 2026.

Report author: Hannah Hutchison
 Title: Tay Cities Project Officer
 Email address: Hannah.Hutchison@taycities.co.uk

Date: 25/02/2026



Smarter + Fairer

Tay Cities Region Deal ANNUAL PERFORMANCE REPORT

1 October 2024 - 30 September 2025



Funded by
UK Government



Scottish Government
Riaghaltas na h-Alba

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The Tay Cities Region Deal enters Year 6 and successfully draws down over £156m of funding from the Scottish and UK Governments.



Introduction

An Introduction from the 2025 and 2026 Chairs of the Joint Committee



Cllr Flynn
Dundee City Council
(Joint Committee Vice Chair
2024 and Chair 2025)



Cllr Meechan
Angus Council
(Joint Committee Vice Chair
2025 and Chair 2026)

The Tay Cities Region Deal (TCRD) continues to demonstrate successful partnerships between the UK and Scottish Governments, Angus, Dundee, Fife and Perth & Kinross councils, the Higher and Further Education sector, business sector, third sector, Tactran, VisitScotland, Scottish Enterprise and Skills Development Scotland.

Signed in December 2020, the TCRD includes capital funding of £150m from the UK Government, and £150m from Scottish Government, with a programme that intends to leverage an additional £400m, leading to a total investment of £700m within the region.

Now in its sixth year the Deal has enabled investment of £156m of the approved funding, leveraged a further £258m of external Investment and supported 5,307 jobs. In the past 12 months significant progress towards the delivery of projects has been made including some key milestones being reached.

First Minister John Swinney and Secretary of State Ian Murray opened the James Hutton Institute Advanced Plant Growth Centre in October 2024, creating world-leading plant science and delivering innovative solutions for food and environmental sustainability.

In March 2025, celebrating its first anniversary, Perth Museum was one of five finalists for the

world's largest museum prize, the Art Fund Museum of the Year.

Just a month later construction was completed on the Growing the Tay Cities Biomedical Cluster project, which will allow high-growth companies to deliver the therapeutics, diagnostics and healthcare innovations of tomorrow, at the same time as increasing industry partnership.

In May 2025 Hospitalfield participated in the popular and prestigious RHS Chelsea Flower Show. The Arts Garden was awarded a Silver Gilt medal, with plans to celebrate its legacy and core focus in hand to ensure that the garden has a final and permanent resting place at Ladyloan School, Arbroath, where it can be looked after and enjoyed.

The TCRD is currently undertaking a reshaping exercise, with the approach presented and agreed to Joint Committee in March 2025. Assurance is being sought on all Fund, Programmes and Projects within the Deal Programme that they can still deliver to the Deal Commitments that they entered into Deal with. This work will enable the Partnership to be in the best position, both for future economic investment funding opportunities and to continue to effectively deliver the remainder of the Deal Programme.



Executive Summary



Up to the end of September 2025, **£231.69m** of funding has been approved for investment by the Tay Cities Region Joint Committee.



£156.892m of Government investment released.



The Tay Cities Region Deal **enters Year 6** and has **claimed over half of £300m** funding allocated.



£258m leverage has been secured by Projects within the Deal. This equates to **65% of the overall leverage commitment** of the Deal.



Growing Tay Cities Biomedical Cluster Project now complete.



Perth Museum celebrated the 1st year and was one of five finalists for Art Fund Museum of the Year 2025, the worlds largest museum prize.



The Tay Cities Partnership started a **Reshaping exercise** to ensure the effective delivery of the Deal Programme for the remaining 5 years.



The James Hutton Institute has First Minister John Swinney and Secretary of State Ian Murray officially open the **Advanced Plant Growth Centre**.



£344.3 million in current **Gross Value Added (GVA)** generated for the region through Deal investment to date.



5,307 jobs realised by Projects since Deal Signing.



A photograph of an empty theatre. The foreground is filled with rows of red upholstered seats, viewed from behind. A white handrail runs across the middle of the seating area. In the background, a large, closed red curtain covers the stage. Above the stage, a dark wooden balcony or ceiling structure is visible, with some equipment hanging from it. The lighting is dim, creating a quiet atmosphere.

5,307 jobs have been realised by Projects since Deal Signing.

The Tay Cities Region Deal

Cities Region Deal Overview

The Tay Cities Region Deal was signed on 17th December 2020 by the Tay Cities Region Partnership and both the UK and Scottish Governments. The Deal is a combined investment of £150m each from the Scottish and UK Governments over a 10-year period, to March 2030, with an opportunity to deliver all benefits over a 15-year period, by March 2035.

The Tay Cities Region Deal¹ continues to deliver in supporting business growth, developing innovative technologies, enhancing productivity, developing skills, and creating jobs.

With the Deal now in Year 6, over half of the £300m Government Investment has been claimed, and the following benefits have been realised:

- £152.108m Government investment released;
- 5,307 new, construction or protected jobs realised; and,
- £253m leverage secured for the region, of which £248.7m has been received.

This has been achieved through continued strong partnership ambition, collaboration and drive.

Governance

The Tay Cities Region Deal partners work collaboratively with both the UK and Scottish Governments as well as regional partners, including representation from private and third sector organisations:

- Local Authorities – Angus Council, Dundee City Council, Fife Council and Perth & Kinross Council
- Higher Education and Further Education sector
- Business representatives
- Regional third sector interface bodies
- Scottish Enterprise
- Skills Development Scotland
- Tactran
- VisitScotland

The Deal's governance arrangements continue to enable decisions to be made in an open and transparent way for the Tay Cities region and consideration of wider issues including the oversight of the Regional Economic Strategy. The Partnership have been commended by both Governments at recent annual conversations for their well-established and collaborative governance.

¹ www.taycities.co.uk/sites/default/files/tay_cities_deal_doc_feb_8.pdf

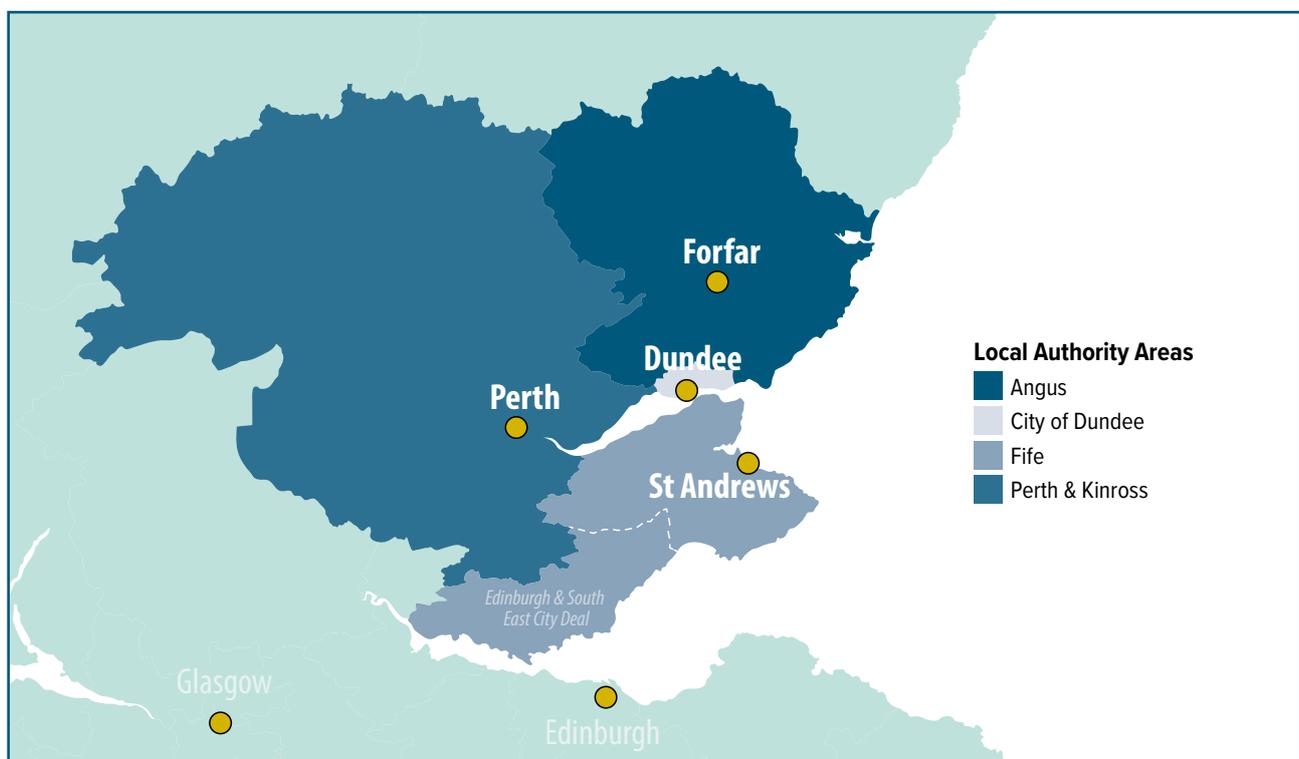


The Joint Committee is supported by a number of bodies which are summarised in the governance chart diagram on the Tay Cities Region Deal website². More information on the governance structure and the Deal can be found in the Deal Document.

Geographical Overview

The map below shows the geographical area of the four Local Authorities within the Deal: Angus, Dundee City, Fife and Perth & Kinross. Only North-East Fife is included within the Deal, with the remainder of Fife within the Edinburgh and South-East City Region Deal.

Diagram 1



National PMO Networking Group

The Tay Cities Region Project Management Office (PMO) continues to lead and provide the secretariat for a National PMO Networking Group, which includes representation from Regional and Growth Deals from across the UK. The group aims to share best practice and exchange guidance, use the platform for presentations from various organisations, and utilise the knowledge of its members to start sub-groups specific to enhancing City Region and Growth Deals.

² www.taycities.co.uk/sites/default/files/2024-10/TCRD%20Governance%20Structure_2.pdf



There have been a number of short and longer-life sub-groups established to date including the:

- Decarbonisation sub-group
- Benefits Realisation sub-group
- Subsidy Control sub-group
- Finance sub-group.

The wider network and various sub-groups are a valuable source of information and present an opportunity to share knowledge and expertise. The Tay Cities PMO is presented as an exemplar by Governments for the sharing of best practice to other City Region and Growth Deals.

The PMO Network has regular engagement with both Governments, other organisations and regional opportunities including:

- Green Book Training with the HM Treasury in July 2025. To date, the PMO have worked with UKG to deliver HM Treasury Green Book training to 857 people involved in City Region and Growth Deals in Scotland.



The Deal is comprised of 1 Fund, 3 Programmes and 38 Projects. Within the Programmes and Fund, there will be additional Projects emerging as the Deal progresses.



The Deal

This section of the Annual Performance Report summarises the Projects that have entered into the implementation or delivery stage following full Government and Joint Committee approval, up to and including September 2025. The Projects are categorised by Tay Cities Region Deal themes and are aligned to the Implementation Plan, with any updates to milestones and risks highlighted.

Status of Fund, Programmes and Projects

The Deal is currently comprised of 1 Fund, 3 Programmes and 38 Projects. Within the Programmes and Fund, there will be additional Projects emerging as the Deal progresses. Table 1 below shows an overview of the status of the Programmes, Fund and Projects up to the end of September 2025.

Table 1: Status of Funds, Programmes and Projects up to end of September 2024

Programme/Project		Location	Stage
An Empowered & Inclusive Tay			
Regional Skills & Employability Development Programme	Regional Skills & Employability Development Programme ³	Regional	Implement (Phase 1)/ Define (Phase 2)
	Skills Programme Manager	Regional	Implement
	Digital Skills (Phase 1)	Regional	Implement
	Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	Regional	Implement
	Supporting SME Skills	Regional	Implement
	Digital Skills (Phase 2)	Regional	Define
	Hospitality Skills	Regional	Define
	Sustainable Construction Skills	Regional	Implement
	Tay Cities Engineering Partnership	Regional	Implement
	Aviation Academy for Scotland	Regional	Define
An Innovative, International Tay			
	Growing the Tay Cities Biomedical Cluster	Dundee	Deliver
	International Barley Hub	Perth & Kinross	Deliver
	Advanced Plant Growth Centre	Perth & Kinross	Deliver

³ There are a number of Phase 2 Regional Skills and Employability Development Programme Projects to be defined and delivered. These will be included in future Annual Performance Report updates, as and when they are agreed by Governments and the Partnership.



	Programme/Project	Location	Stage
Angus Fund	Angus Fund	Angus	Implement
	CASI Programme	Angus	Define
	Mercury Drone Port	Angus	Implement
	Angus Rural Mobility Hub	Angus	Define
	Zero Four	Angus	Define
	Low Carbon Housing	Angus	Define
	Connecting Montrose	Angus	Define
Regional Culture & Tourism Investment	cyberQuarter	Dundee	Implement
	Just Tech	Dundee	Define
	Perth Innovation Highway	Perth & Kinross	Define
	Studio Dundee	Dundee	Define
	Advanced Manufacturing Programme	Regional	Define
	Eden Campus	Fife	Implement
	Stretch Dome Simulator	Fife	Deliver
	Project Beacon	Perth & Kinross	Define
Regional Culture & Tourism Investment	Regional Culture & Tourism Investment Programme ⁴	Regional	Implement (Phase 1)/ Define (Phase 2)
	Hospitalfield	Angus	Implement
	Discovery Point Transformed	Dundee	Implement
	Pitlochry Festival Theatre	Perth & Kinross	Deliver
	Perth Museum	Perth & Kinross	Deliver
Regional Culture & Tourism Investment	Innerpeffray Library	Perth & Kinross	Define
	Crieff International Highland Centre	Perth & Kinross	Define
	Aero Space Kinross ⁵	Perth & Kinross	Implement

A Connected Tay

Rural Angus and Rural Perth & Kinross Highspeed Broadband	Angus and Perth & Kinross	Deliver
5G Digital Testbeds	Regional	Implement
Broxden Low Carbon Travel Hubs	Perth & Kinross	Implement
Perth Active Travel Hub	Perth & Kinross	Define
Hydrogen Refuelling Station	Perth & Kinross	Define

⁴ There are a number of Phase 2 Regional Skills and Employability Development Programme Projects to be defined and delivered. These will be included in future Annual Performance Report updates, as and when they are agreed by Governments and the Partnership.

⁵ Aerospace Kinross currently has Joint Committee approval subject to conditions and is still in the feasibility stage. When the Project is in a position to proceed to delivery it will be added to a future Annual Performance Report.



Programme/Project	Location	Stage
Dundee Airport Investment revenue	Dundee	Implement
Dundee Airport Investment capital		Define
Perth Bus & Rail Interchange	Perth & Kinross	Define

Stage No.	Definition
1. Define	Business case being developed, and not yet approved by Joint Committee.
2. Implement	Business case has been approved by Joint Committee, and is being implemented. In a capital Project, this may be construction; for skills Projects this may be establishing/delivering a course.
3. Deliver	Project is in place and monitoring and evaluation is in framework to assess if it is achieving its objectives.
4. Legacy	Project has resulted in mainstreaming or improvements to business as usual (impact) that is generated beyond the funded period.

Project Progress

The following information provides a snapshot of progress throughout the year and are shown by Tay Cities Region Deal theme, for the Programmes, Fund and Projects in delivery.

This includes a description of the Programme, Fund and Projects, headline achievements, and where appropriate, upcoming milestones and a case study. The summaries also set out the funding awarded to each.

The Projects which have received Full Business Case approval from Joint Committee since October 2024 are listed below and have been added to this years Annual Performance Report update:

- Sustainable Construction Skills - Regional Skills and Employability Development Programme.





£30.1m

An Empowered & Inclusive Tay

Skills

Within the Skills theme there are 2 Projects: Tay Cities Engineering Partnership and Aviation Academy for Scotland. There is also 1 Programme - the Regional Skills and Employability Development Programme.

Within the Programme, there are 4 approved Projects including the Skills Programme Manager, Digital Skills Phase 1, Supporting SME Skills, Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech, and Sustainable Construction Skills.

To date, Projects within the Skills Theme have realised the following:

- £4.3m Government investment released
- 777.5 jobs realised
- £566k leverage secured for the region

£20m



Regional Skills & Employability Programme

Programme Owner: Perth & Kinross Council

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



Programme Description & Headline Achievements

The Regional Skills & Employability Development Programme sets out the Partnership's proposition to bring about the changes in skills and employability services that will support the vision of the skills and employability landscape in the region, and make a positive, tangible difference to our citizens, businesses and other stakeholders. The Programme is making incremental changes to improve the complex regional employability and skills landscape to deliver better outcomes for all.

Up to £20m of Scottish Government investment has been allocated to help develop a new collaborative, pan-regional approach and put necessary interventions in place to drive improved economic performance and inclusion across the region. To date, the investment is helping to drive up skill levels and productivity across the region through developing employment, training, and skills development opportunities.

Since September 2024, the Programme has had its own SharePoint site for project owners to upload claims and project data, ensuring better version control and audit trails. This data will feed into Power BI, enabling the display of individual project and overall Programme performance. The programme also now has a monthly newsletter to showcase programme successes and updates.



The Programme has four approved Phase 1 Projects and one approved Phase 2 Project. A further four Phase 2 Projects are to be developed. The approved Phase 2 Project is Sustainable Construction Skills which received Joint Committee approval in June 2025.

Key Milestones & Progress

In order to achieve the aims for the Programme, the next milestones to support its delivery and their status are set out below:

Milestone	Due Date
Approval and start of second tranche of Projects. Content and outcomes to be defined in project 2025/2026 business cases	2025/2026
Assessment, review and evaluation of projects to ensure they flexibly respond to emerging 2025/2026 labour market needs within the City Deal region and deliver specific project aims and objectives detailed within project business cases	2025/2026

Key Risks

Risk	Mitigation
There is a risk for the Skills Programme in relation to the profile. Due to the level of underspend in years 1-6, the Scottish Government will need to agree allocations on an annual basis. The Government is committed to the £20m for the Programme, however, is unable to guarantee when the money will be made available and Projects may need to spend and only recoup funding in year 10	Programme Manager and Project Owners to be aware of the risk. Partnership will work with the Scottish Government to mitigate the risk



£516k



Skills Programme Manager

Programme Owner: Perth & Kinross Council

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



★ ACHIEVEMENTS

To date, the Skills Programme Manager has:

- released £184k of Government funding; and
- created 1 new job.

Programme Description & Headline Achievements

The Skills Programme Manager Post supports the Regional Skills and Employability Development Programme. The Skills Programme Manager drives the strategic agenda and ensures delivery activity remains consistent with the overall Programme business case, the strategic context of the Deal and with the ambitions of partners, stakeholders, and citizens.

An important aspect of the role has been building consensus and collaboration across the region's four local authorities and other relevant stakeholders such as the Higher Education and Further Education sector and local employers on the future direction and focus of regional skills activity, ensuring this effectively compliments and enhances existing local and national Programmes. This is supported through building relationships with key partners with regular communication.

The Skills Programme Manager is working closely with the Skills Advisory Board and other partners to develop the Regional Skills and Employability Development Programme OBC refresh.



Key Risks

Risk	Mitigation
Programme Manager is leaving post and there is a risk of there being an impact on the management and coordination of the Programme	Programme Owner is carrying out recruitment process

CASE STUDY

The Skills Programme Manager is currently supporting the Skills Advisory Board in developing a new Regional Skills Action Plan, which will replace the 2019 Regional Skills Investment Plan. This refreshed strategy is aligned with the Regional Economic Prospectus introduced last year.

The development process has included a series of workshops with key stakeholders and the Tay Cities Regional Deal Thematic Boards. The resulting plan outlines the region's skills priorities for the next three years, structured around three core missions:

- Skills for Future Growth
- Job Entry and Progression
- Securing the Future Workforce

The final document, scheduled for publication towards the end of 2025, will also feature an implementation plan and a comprehensive monitoring framework to track progress and impact.



£1.539m



Digital Skills (Phase 1)

Project Owner: Fife Council

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



★ ACHIEVEMENTS

- released £1.295m of Government funding; and
- created 2 new jobs.

Project Description & Headline Achievements

The Digital Skills Project, known as DigiTay, was awarded up to £1.539m of Scottish Government investment for Tranche 1. Tranche 1 of the Project received approval from the Joint Committee on the 9th December 2022. The Project has two distinct tranches: Tranche 1 from 2022 to 2025, and Tranche 2 from 2025 to 2029.

The current approved business case relates to Tranche 1 and the investment of £1.539m. This Project has delivered a new collaborative, regional approach to digital skills, providing clear, integrated, and inclusive progression routes into digital and data careers. Completed in September 2025, Tranche 1 reached 896 individuals to upskill or reskill across data, software development and cyber security. Tranche 1 further engaged 400 school pupils, promoting pathways into digital careers and delivering live lessons.



CASE STUDY

Launched to tackle the growing demand for digital talent in the Tay Cities Region, Phase 1 of the Digital Skills Project was successfully completed in September 2025 supporting 896 individuals to upskill or reskill in Data, Software Development and Cyber Security. At the heart of DigiTay's mission is diversity, equality, and inclusion. The project has invested in initiatives that support underrepresented groups (women, people with disabilities and people from BME backgrounds) access digital skills. Examples include:

Archaeology Scotland: providing 11 women from migrant, asylum-seeking, and refugee backgrounds in Dundee with a unique opportunity to develop digital and data skills. They employed digital surveying techniques, 3D modelling, and GIS mapping to record and analyse historical sites, while training in Power BI enhanced their data analysis capabilities. This initiative not only upskilled learners but also fostered confidence in digital tools, broadening their educational and career prospects.

Code Division's 'Empowering Neurodiverse Women in Data Science': enrolled 16 neurodiverse women in the Tay Cities Region. Participants worked towards SQA-accredited Data Science units at Level 8, building a portfolio of projects that showcase their expertise. Designed in collaboration with neurodiverse experts, the holistic programme ensured an inclusive learning experience. A showcase event connected learners with potential employers, reinforcing pathways to employment and helping to bridge the local digital skills gap.

The Data Lab Scotland: DigiTay has expanded the reach of the Data Skills for Work programme across the Tay Cities Region, benefiting over 200 learners between 2023 - 2025. Key subjects included Machine Learning, Data Analysis, Data Literacy, Project Design and Appraisal, Data Engineering, and AI & Automation, skills that are increasingly essential in today's digital first economy. Courses are specifically designed to benefit women, neurodivergent individuals, those from lower SMID areas, and people who are unemployed or underemployed, ensuring inclusive access to opportunity and skills development.



£1.975m



Life Sciences Biotechnology & Medical Technology: Growing the Tayside Biotech, Biomedical & Agritech

Project Owner: Dundee & Angus College

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



★ ACHIEVEMENTS

To date, the Life Sciences Biotechnology and Medical Technology Project has:

- released £549k of Government funding; and
- created 2.5 new jobs.

Project Description & Headline Achievements

Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech (also known as Science Futures), has been awarded up to £1.975m of Scottish Government investment. The Project received Business Justification Case approval from the Joint Committee on the 8th December 2023.

The Project has established a partnership between the three regional colleges – Dundee & Angus College, Perth College UHI, and Fife College – the James Hutton Institute and University of Dundee. The Partnership are developing new and enhancing existing course provision across a range of SCQF levels, creating new learning and career pathways for prospective learners to meet the skills needs of the growing biotech, biomedical and agritech sectors. The Project is working on developing new skills courses and beginning to develop workshops for schools across Tayside.

Additional details can be found on their newly launched website. The Project has delivered multiple courses and events since its official launch including:

- Essential Laboratory Skills course
- Good Manufacturing Practice course
- Multiple STEM Events engaging with over 1,500 students in total



Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below:

Milestone	Due Date
Procurement for 2025/26 between partner colleges	March 2026
Development of online HNC courses	March 2026

Key Risks

Risk	Mitigation
Lower than expected student uptake in newly developed courses. This results in missed revenue opportunities for the colleges; and for industry, an undersupply of skilled entrants into the labour force. Sector growth may be inhibited, or companies will look out with the Tay Cities Region	The partner colleges will promote the new courses and training opportunities. There will be regular engagement with local schools (primary and secondary), host annual events, and engage in programmes at the Dundee Science Centre to promote their courses and careers within the sectors. The project will also engage with local companies to promote in-work courses and training
Forecast industry growth and demand for labour is lower than expected. The Tay Cities Region will absorb the cost of training and upskilling but full economic benefits will not be realised or will leak out of the Tay Cities Region economy	There will be regular engagement with industry partners (through the Curriculum Development Steering group and project manager) to assess the current and future demand for skilled workers. As this is a 7-year project it is expected that demand will evolve over time and the project will respond to these changes

CASE STUDY

As part of the Science Futures project, two targeted training courses were developed to upskill individuals working or studying in the science sector across Tayside. The Essential Laboratory Skills course ran over three days and welcomed 10 registered students. Participants gained hands-on experience in core lab techniques, including pipetting, solution preparation, aseptic techniques, experimental design, PCR, and gel electrophoresis. The course also covered key industry practices such as traceability and auditing. Two attendees shared their experience:

“As a top-up learner who has not had any recent lab experience, it was very helpful at building back confidence in basic lab skills.”

“It is extremely rare to be given the opportunity to do lab skills training and therefore this is a wonderful opportunity for all levels of interest. Thank you for keeping the teaching relevant to current industry.”

The Good Manufacturing Practice (GMP) course was delivered as a one-day session to 14 participants. It introduced GMP principles, compliance strategies, and how to apply GMP throughout their careers. Attendees came from a range of institutions, including Dundee and Angus College, NHS, Abertay University, University of Dundee, and senior phase school pupils.



£2.47m



Supporting SME Skills

Project Owner: Dundee & Angus College

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



★ ACHIEVEMENTS

The Project has successfully:

- released £777k of Government funding; and
- created 2 new jobs and protected 765 jobs.

Project Description & Headline Achievements

The Supporting SME Skills Project has been awarded up to £2.47m of Scottish Government investment. The Project received Full Business Case approval from the Joint Committee on 8 December 2023.

The Project offers a £5,000 grant opportunity to small to medium sized businesses in the Tay Cities Region to use to upskill or reskill their workforces through training provided by academic training providers across the region.

The fund is also a strategic investment in workforces across the area, focusing on enhancing employee experience, creating professional growth, and boosting talent retention - all vital components for sustainable business success.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.

Milestone	Due Date
Fully commit and claim annual grant to SMEs for 2025/26	March 2026



Key Risks

Risk	Mitigation
Project does not meet the needs of the business base	Engagement from key partners and options workshop to agree the scope. Ongoing engagement with the business base via established relationship and channels to inform project design



CASE STUDY

The Supporting SME Skills Project have the ability to tailor make a course for individual SMEs in receipt of funding. One example of this has been their support of the Balgillo Nurseries.

Since opening in 2008, the Balgillo Nurseries have grown into a well established childcare provider with four nurseries. The owners recognised a gap in soft skills across the team, particularly in communication. Staff needed support with confidence, eye contact and managing difficult conversations.

Through Skills Development Scotland, they were introduced to Dundee and Angus College. The Tay Cities SME Skills Fund offered a cost-effective way to provide structured training.

The Project team then worked on designing a bespoke customer service programme covering nursery-specific customer service, conflict management, and communication for a supporting workplace.

The training was delivered online and in person. Staff became more confident, teamwork improved and relationships with parents strengthened.



£1.98m



Sustainable Construction Skills

Project Owner: Dundee & Angus College

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



Project Description & Headline Achievements

The Sustainable Construction Skills Project has been awarded up to £1.98m of Scottish Government investment. The Project received Full Business Case approval from the Joint Committee in June 2025.

The Sustainable Construction Skills project will address the skills and labour gaps resulting from the Scottish Government's commitment to reach Net Zero standards by 2045. It will address the gaps by focusing on developing new and enhancing existing training and qualifications to create new learning and career pathways. The Project will also upskill the existing workforce, reskill career changers and unemployed, and train new entrants in the construction sector.

The project will cover professional, technical and trades/craft construction skills related to Decarbonisation of Buildings (domestic and commercial), Energy Efficiency and planning for sustainable towns and building.

Milestones and achievements will be reported in the following TCRD Annual Performance Report in March 2027.



£2m



Tay Cities Engineering Partnership

Project Owner: Dundee & Angus College

Enabling the region to...: Empower & Promote Inclusion

Thematic Board: Skills



★ ACHIEVEMENTS

To date, the TCEP has:

- released £1.491m of Government funding;
- secured £566k leverage; and
- created 5 new jobs.

Project Description & Headline Achievements

The Scottish Government has committed up to £2m to the Tay Cities Engineering Partnership (TCEP), which is driving the skills and technology base of the sector to make it more competitive in an international marketplace and accelerate the pace of research and development. The Project received Full Business Case approval from the Joint Committee on 11 March 2022.

TCEP is actively increasing the profile of engineering as a career opportunity, developing training places and providing business support. The Project has:

- Engaged over 6000 school students in engineering events and activities;
- Exceeded target of 50 businesses visiting the Project demonstrator spaces;
- Created and used EPIC to host information and training sessions.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.



Milestone	Due Date
Mobile Engineering Technology Unit Purchased	2024/25
Mobile Engineering Technology Unit Commissioned and Tested	2024/25

Key Risks

Risk	Mitigation
Operation of the TCEP Mobile Unit beyond March 2026 due to previous underspend	The Project will seek sponsorship from local businesses and organisations
Resource within partner organisations affected by sector budget cuts	TCEP manager reviewing options to use associate trainers for delivery where teams have been through restructuring exercises and resources reduced since FBC approval



£188.2m

An Innovative, International Tay

Innovative & International

Within the Innovative and International theme there is 1 Programme – the Advanced Manufacturing Programme, 1 Fund – the Angus Fund, and 10 named Projects.

Growing the Tay Cities Biomedical Cluster, International Barley Hub, Advanced Plant Growth Centre, cyberQuarter, Eden Campus, Stretch Dome Simulator, and Mercury Drone Ports have all received Full Business Case approval.

To date, Projects within the Innovative, International Theme have realised the following:

- £121.4m Government investment released
- 3,435 jobs realised
- £186.512m leverage secured for the region



£25m



Growing the Tay Cities Biomedical Cluster

Project Owner: University of Dundee

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



★ ACHIEVEMENTS

To date, the Growing the Tay Cities Biomedical Cluster has:

- released £25m of Government funding (100% of the allocation);
- secured £40.286m leverage; and
- created 36 new jobs and secured 156 construction jobs.

Project Description & Headline Achievements

The Scottish Government has committed £25 million to Growing the Tay Cities Biomedical Cluster. The Project builds on the region's existing life sciences reputation, including drug discovery and medical technologies, with the aim to attract inward investment in new life sciences companies and increase industrial engagement.

The Project has delivered a new multidisciplinary Medtech ecosystem called Tay MedConnect, designed to innovate and cocreate solutions to real-world healthcare problems. Now, operational, the refurbished MedTech facilities at Wilson House at the University of Dundee School of Medicine and extended Thiel cadaveric facilities at the University of Dundee Centre for Anatomy and Human Identification, will enable the clinically informed development and testing of emerging medical technologies and provide an attractive environment for industry and clinical engagement. Facilities include an upgraded Image Guided Therapy Research Facility that provides medical device testing and procedural training managed by an expert team, alongside access to clinical expertise to help refine Medtech innovation. Also on site is a state-of-the-art Precision Engineering Workshop facility to enable prototype and component manufacture to exacting standards.



TayMed Connect through its involvement in the pan Scotland Medical Device Manufacturing Centre (MDMC) collaboration, provides Scottish medical device developers and manufacturers with free advice, technical expertise and facilities for companies seeking to translate medical device concepts to commercial products. The partnership received the best multi-party collaboration award at the Interface Scottish Knowledge Exchange Awards. The MDMC collaboration has also been featured in a Universities UK study on advanced manufacturing, highlighting how the centre can help remove the practical barriers that often stop medtech ideas from reaching patients.

The Project has also delivered a new three-storey Life Sciences Innovation Hub to support the scale up and expansion of new life sciences companies. It will provide essential laboratory and office space to anchor and support Biopharma, Biotech, Informatics and MedTech companies in the heart of the city of Dundee, immediately adjacent to the University of Dundee campus. The Life Sciences Innovation Hub's modular design of chemistry, biology, flexible laboratory, and office spaces enables client companies to adjust their footprint during growth. The Project will significantly drive expansion of the regional life sciences commercial cluster, attracting inward investment and quality job opportunities to the region. The construction of the Life Sciences Innovation Hub was completed this year. The first tenant company has joined the Hub, and the Hub is being actively used for engagement events to support SMEs and the wider life sciences sector. The overarching vision is to fully maximise the region's exceptional life sciences and health capabilities to catalyse a step change in innovation-led growth, enabling economic growth and public benefit.



In the Press

- [Scottish Knowledge Exchange Award Winners](#)
- [University UK Advanced Manufacturing](#)



CASE STUDY

Tay Health Tech, a competitively won EPSRC “place based impact acceleration account”, is focused on delivering impact in community healthcare in Tayside, and launched its £1m Grand Challenges fund this year. This fund was built on 5 Patient and Public Involvement (PPIE) workshops run across Tayside, reaching out to our population in their own communities. From these workshops 4 grand challenges (hospital at home, testing, rehabilitation & prehabilitation, prevention and prognostics) were formed to challenge the engineering and physical sciences community. In total 9 projects were funded, including 3 led by University of Dundee researchers and 1 by NHS Tayside.

In May, Tay Health Tech held its first conference bringing together academics, clinicians, the public and civic bodies. This included hearing from the new Grand Challenges awardees and attracted 120 attendees. Tay Health Tech has also been **highlighted in 2025 by the EPSRC** for its PPIE work to include the patient voice in medical technology innovation.

£35m



International Barley Hub

Project Owner: The James Hutton Institute

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



★ ACHIEVEMENTS

To date, the International Barley Hub has:

- released £35m of Government funding (100% of the allocation);
- secured £7.617m leverage; and
- created 482 new jobs and protected 247 jobs.

Project Description & Headline Achievements

The UK Government has committed up to £20m and the Scottish Government has committed up to £15m to the creation of an International Barley Hub at the James Hutton Institute which officially opened in Summer 2024.

Barley is indispensable to the Scottish and UK economies, being vital to the distilling, brewing and food industries. It also has the potential for emerging uses in the health, chemical and energy sectors. However, future barley supply is increasingly uncertain due to the impact of climate change, developing worldwide demand, evolving pest and disease risks and pressure on managing soil health to enable crops to grow.

Now operational, the International Barley Hub (IBH) will be a worldleading research facility for barley science, bringing together industry, dedicated facilities and world class scientists. It will:

- Expand the scale and excellence of barley research and innovation, operating across a broad spectrum of disciplines;
- Provide state of the art research equipment on site and at industry partners premises;
- Have the capability to support work from the molecular, to the field level;



- Increase the translation and application of this research around the globe;
- Support a “Barley Cluster” of related processing, innovation and product interests; and
- Develop a supporting skills and knowledge programme.

The International Barley Hub has been developed in parallel with the Advanced Plant Growth Centre. For more news and updates, please visit the International Barley Hub website International Barley Hub.

Key Risks

Risk	Mitigation
Construction inflation is higher resulting in a funding gap	The extent of the potential funding gap is lessening as various actions crystallise positively

CASE STUDY

Following on from its official Ministerial opening last year, the IBH continues to reshape the future of barley and redefine how science, industry and communities work together to tackle climate resilience, crop security and deliver real economic impact.

The IBH’s work was featured in a new economic impact assessment report from BiGGAR Economics which showed that around £31.7m of the value of the UK barley crop can be attributed to the Hutton. In addition, its contribution to barley development and industry resilience was estimated to have helped safeguard approximately £269.9 million in whisky sales in 2024, £136.6 million in GVA and supported 435 jobs across the UK.

TCRD investment also leveraged around £3.2 million worth of new funding from UKRI, EU Horizon Europe; Scottish Enterprise; Novo Nordisk, our BARIToNE (barley PhD programme) and Limagrain for barley research.

Scientists had their work published in the globally respected science publications including Nature and Nature Genetics; offering major breakthroughs in genomics that will help in the development of varieties that can support the long-term sustainability of barley production underpinning key value chains.

Wide-ranging stakeholder engagement saw the IBH taking part in Cereals, the UK’s leading arable sector event; presenting a cereals walk at Balruddery Farm near Invergowrie to showcase over 5000 plots; and the hosting of visits from Scottish Parliament Cross Party Groups and conferences of key international networks including Rhizosphere 6 and Barley Genome Net.

There was a strong media presence throughout the year on TV, radio, in print and online in local, national and international outlets highlighting the latest research breakthroughs as well as new appointees in the IBH team with Dr Tim George as new Director and Isabelle Colas, Kelly Houston and Sarah McKim as Deputy Directors.



£27m



Advanced Plant Growth Centre

Project Owner: The James Hutton Institute

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



★ ACHIEVEMENTS

To date, the Advanced Plant Growth Centre has:

- released £27m of Government funding (100% of the allocation);
- secured £14.524m leverage; and
- created 303 new jobs, secured 54 construction jobs and protected 137 jobs.

Project Description & Headline Achievements

The UK Government has committed up to £25m and the Scottish Government has committed up to £2m to the creation of the Advanced Plant Growth Centre at the James Hutton Institute. Opened on the 29th of July 2024, it builds on existing expertise to deliver a cutting-edge plant research facility bringing together industry, advanced technology and world class scientists. The Centre embodies the idea of Agriculture 4.0, a green revolution with science and technology at its heart, with the aim of feeding future populations.

The Advanced Plant Growth Centre is the heart of plant and crop research and innovation in the Tay Cities region. It is developing the underpinning science and translating that science into industry, which will in turn increase the commercial, economic and environmental benefits of agriculture and the food and drink sector. The APGC integrates:

- A plant characterisation facility, which uses imaging to quickly understand (before harvest) how crops respond and perform in different environments.
- Post-harvest storage facilities.
- Vertical growth facilities.



- Next-generation controlled environments which can simulate any current or future environment anywhere in the world (for example, increased greenhouse gases) to test the effect on crops. In the last year, key partners in the National Alternative Protein Innovation Centre network was awarded £38m to enable translation of disruptive technologies and approaches in alternative proteins (APs).
- Additionally, the Project has continued engagement with stakeholders, with seminar series on vertical farming design, AI, genomics, plant breeding, food sustainability etc and in person events, including Controlled Environment Agriculture 4.0, Future Food-Tech 2024, and Phenome UK Conferences.

Key Risks

Risk	Mitigation
Construction inflation is higher resulting in a funding gap	The extent of the potential funding gap is lessening as various actions crystallise positively

CASE STUDY

The Advanced Plant Growth Centre - APGC - progressed into a new phase of innovation and impact development; and the opening of the new Crop Innovation Centre within which the APGC and IBH state-of-the-art laboratories are hosted, accelerated this. Furthermore, this was supported by the appointment of Dr Rob Hancock, a plant biochemist, as APGC Deputy Director.

Engagement with stakeholders, particularly industry, was active with a seminar series covering topics such as vertical farming design, AI, genomics, plant breeding, food sustainability etc as well as in person events to groups such as the Tay Cities Clean Growth, Scottish Alliance for Food, and the chairing and key note talks at conferences such as Controlled Environment Agriculture 4.0, Future Food-Tech 2024, Phenome UK etc.

A significant step to impact over the reporting period was the award, with partners at Imperial College and the Universities of Leeds and Sheffield; of the National Alternative Protein Innovation Centre (NAPIC). NAPIC is supported by the Biotechnology and Biological Sciences Research Council, Innovate UK and Industry. With £38M support, NAPIC is building a dynamic, stakeholder co-created nexus of innovators to enable translation of disruptive technologies and approaches in alternative proteins (APs) and leverage the UK's world-leading science base to catapult national industrial strengths to economic growth in a sector projected to be worth £6.8Bn and the potential for 25000 new jobs by 2030. Crucially, plant-based protein is a key driver in the alternative protein space and so the APGC is a driving force in NAPIC.



£26.5m



Angus Fund

Fund Owner: Angus Council

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



Fund Description & Headline Achievements

The UK Government will commit up to £26.5m to the Angus Fund. The Angus Fund will help achieve an investment balance across the region by investing in Projects across Angus to be developed collaboratively with Angus Council and other local partners as part of the Deal. The purpose is to increase productivity through clean growth, protecting places for future generations to live, work, and visit. The Angus Fund will contribute to the development and implementation of innovative, clean technologies, which will also significantly reduce the region's carbon footprint, contributing to national reductions in carbon use.

To deliver this purpose, the Fund will support three connected components, namely:

- Clean growth;
- Low carbon; and,
- Agricultural technology.

The investment has been provisionally divided between six Projects to support these themes, including:

- Mercury Drone Ports
- Angus Rural Mobility Hub



- CASI Innovation Farm
- CASI AgriTech
- Connecting Montrose
- Low Carbon Demonstrator Housing

The Angus Fund will be used to stimulate The Mercury Programme, which is Angus Council's visionary £1 billion partnership programme between government, public, private and community sectors. Individual Project business cases will be developed for each of the Projects that comprise the Angus Fund.

Key Milestones & Progress

As the Angus Fund has Full Business Case approval, any milestones for Projects within the Angus Fund will be included in the individual Project entries.

Key Risks

Risk	Mitigation
The selected projects for funding fail to develop a robust business case	Projects will be supported by Angus Council and SE to develop robust business cases
Businesses fail to engage	Regular engagement to ensure projects developed in a transparent and inclusive way
Brexit impact	Impacts of Brexit will continue to be identified as the Business Cases are developed
Projects are unable to achieve match funding	Working to explore external funding options and managing expectations to ensure additional courses of funding are identified and pursued where appropriate





Mercury Drone Ports

Project Owner: Angus Council

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



★ ACHIEVEMENTS

To date, Mercury Drone Ports has:

- released £505k of Government funding.

Project Description & Headline Achievements

Mercury Drone Ports, part of the Angus Fund, has been awarded up to £1m of UK Government investment. The Project will create Scotland's first Drone Port and drone delivery network, establishing Angus as an international centre for the development of drone technologies and logistics both onshore and offshore.

The Mercury Drone Ports Project supports the adoption of safer, sustainable, green and more cost-effective alternatives to both commercial and public sector activities through drone operations. The Project's primary focus is the development of drone-based technologies and their application within the environments and industries found on and offshore Angus. Operations can include deliveries, long-range inspection/survey missions and autonomous asset surveillance for the following industries:

- Offshore wind
- Offshore oil and gas
- Ports and Maritime
- Agriculture
- Rural public services



The Project has undertaken a feasibility and options study to review the optimal location for the Drone Port in Montrose, as well as identifying airspace infrastructure requirements. Additionally a high level Concept of Operation has been produced, detailing an effective way of delivering the activity at the Drone Port.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below:

Milestone	Due Date
Securing the Land for the Drone port	October 2025
Procure Concessionaire Contract	December 2025

Key Risks

Risk	Mitigation
Lack of commercial viability – demand for drones' low in Angus	Concessionaires will be required to carry out market engagement to establish use cases and commercial uses for the drone port
Securing a supplier who wants to operate the Project and agreeing to contractual arrangements.	Suppliers interested in operating the Drone port. Support will be given from commercial advisor if/when appointed
Unable to secure commercial advice due to capacity within the industry for this specialist advice and budget available	Prepare robust project plan with tasks, costs, responsibilities, deadlines and sign Partnership Agreement promptly. Seek Committee approval at earliest opportunity



£11.7m



cyberQuarter

Project Owner: Abertay University

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



★ ACHIEVEMENTS

To date, the cyberQuarter has:

- released £7.132m of Government funding;
- secured £10.049m leverage; and
- created 270 new jobs, secured 166 construction jobs and protected 4 jobs.

Project Description & Headline Achievements

cyberQuarter is funded by both the UK and Scottish Government. The Scottish Government have committed up to £6m and the UK Government up to £5.7m.

cyberQuarter is an academic-industrial partnership designed to establish the Tay Cities region as a centre of best practice in applied research and development and knowledge exchange in cybersecurity.

cyberQuarter has been able to achieve through the investment the following highlights:

- Launched a strategic partnership with Police Scotland to enhance cybercrime research, training, and resilience.
- Creation of two PhD scholarships funded by the Scottish Institute for Policing Research (SIPR), focusing on deepfake detection and interview technique analysis.
- Cybersecurity companies NCR Atleos and Systal Technology Solutions signed as an official partners, securing access to office space within the hub and launching collaborative research and talent development initiatives.



- Two students secured part-time developer roles via connections made at the Dundee Script Meet-up, a monthly tech event hosted at Abertay cyberQuarter.
- The Scottish Government launched a free cyber resilience training module for all university and college students in Scotland during the inaugural Abertay Cyber Student Showcase.
- Hosted over 80 public sector leaders in partnership with NHS NSS for hands-on workshops, tours, and expert-led sessions to strengthen healthcare cybersecurity collaboration.
- Hosted the annual 9/12 Strategy Challenge, bringing together students from universities and colleges across Scotland to simulate national cyber crisis response.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.

Milestone	Due Date
Delivery of Pump Priming Fund	2025+

CASE STUDY

Police Scotland and Abertay cyberQuarter entered into a strategic partnership designed to strengthen efforts to combat cybercrime and improve the country's cyber resilience.

Under the new partnership, Police Scotland Cybercrime Investigations and Digital Forensics will work with academics, researchers and students on a range of research, outreach and public awareness projects, as well as attending regular meet-up and networking events with a focus on growing the cyber cluster in the Tay Cities Region. The partnership will also promote knowledge sharing between officers and students and staff from Abertay's Cybersecurity and Computing programmes.

Abertay also received sponsorship for two PhD research scholarships from the Scottish Institute for Policing Research (SIPR), including a project investigating how individuals can determine sophisticated AI-generated visual deepfakes from genuine online media, with the aim of creating training materials to improve detection. The second scholarship will see Abertay students examine the effectiveness of various interviewing techniques through the lens of psychological and sociological research. Police Scotland staff will have access to the Abertay cyberQuarter training space and secure Malware Analysis Lab, in addition to desk space for staff and events facilities.

Assistant Chief Constable (ACC) Stuart Houston, Executive Lead for Organised Crime, Counter Terrorism, and Intelligence, and the Senior Responsible Officer for Cyber Capabilities said: "While we work closely with UK and international law enforcement agencies, we know that partnership working across other sectors, including academia, can further advance our approach to the investigation and detection of cybercrime. Our work with Abertay cyberQuarter will be driven by a newly established Cyber and Fraud Unit, comprising of specialist detectives and staff, that will develop new capabilities and training to tackle emerging digital threats to Scotland."

Abertay cyberQuarter also signed key partnerships with companies NCR Atleos and Systal Technology Solutions including collaborative research and talent development initiatives.



£26.5m



Eden Campus

Project Owner: University of St Andrews

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



★ ACHIEVEMENTS

To date, Eden Campus has:

- released £26.5m of Government funding (this is 100% of the allocation);
- secured £113.731m leverage; and
- created 129 new jobs, secured 929 construction jobs and protected 516 jobs.

Project Description & Headline Achievements

The UK Government committed up to £24.5m and the Scottish Government committed up to £2m to the development of Eden Campus by the University of St Andrews. This Project repurposed a 32.5-acre brownfield site into a Centre of Excellence in Low Carbon and Renewable Energy innovation.

The Deal funding, which has fully been claimed by the Project, has enabled Eden Campus to create a dynamic and sustainable ecosystem dedicated to fostering transformative innovation, application of research, and knowledge transfer, with a particular focus on clean growth, energy transition for generation and storage, life sciences, sustainable aquaculture and the digital ecosystem. This ecosystem includes academia, industry, community and public services working together in partnership for societal gain which will stimulate economic growth that will permeate across Scottish society, with significant export opportunities.

The funding has enabled the development of the following:

- The GENESIS Centre, a new research and development facility focused on the storage and conversion of energy. The Centre provides a space for companies to access academic and industrial expertise, develop and test innovative new approaches



to low carbon energy systems, engage with other companies, and build business-to-business collaborations. It continues to attract businesses with multi-year contracts to utilise the space and its facilities.

- An upgrade of the power supply to the Eden Campus (and Northeast Fife), including a smart energy primary sub-station. Demonstrating its capabilities, Eden Campus has been able to report that over 690 tonnes of carbon dioxide emissions has been avoided to date since October 2021. Going forward, it will help demonstrate innovative services and products, enabled by new technology and data to offer efficient, collaborative and inclusive energy solutions, capable of scaling up for national use to meet the drive for low carbon power.

To date, over 10 businesses are actively collaborating with Eden Campus, leveraging its innovation ecosystem to drive regional economic growth, foster knowledge exchange, and accelerate the development of sustainable technologies. In the last year Eden Campus saw Eden Mill, a tenant at the campus open a whisky distillery, visitor experience and cafe, and another facility Power-to-X nearing completion which looks to strengthen the UKs low carbon innovation landscape.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.

Milestone	Due Date
Enterprise Hub – Deliver Enablement Works	June 2025
Enterprise Ecosystem – Eden Mill Tenant Fit Out Works	September 2025
Enterprise Ecosystem Project – Eden Mill Visitor Experience Open	October 2025
Partnership with SPEN for the development of the new Primary power station for Guardbridge and the surrounding area	Summer 2026
Enterprise Ecosystem Project – Enterprise Hub – Open Enterprise Hub	December 2027

Key Risks

Risk	Mitigation
Funding gap has been reported for the delivery of some of the buildings on the site to achieve the original scope of the Project	Project has reported updates on the funding gap to the Partnership through an early warning notification and will continue to provide updates to the Partnership





CASE STUDY

Power-To-X: Driving Carbon Reductions and Innovation
Construction of the Power-to-X (P2X) facility has passed the halfway mark, advancing a flagship initiative in sustainable innovation. Designed to produce green hydrogen using renewable energy from the Eden Campus solar farm, the facility directly contributes to regional carbon reduction targets and supports Scotland's net-zero ambitions.

A purpose-built research and development laboratory will anchor the site, enabling collaboration with technology developers in hydrogen and clean energy. The facility's infrastructure – including an electrolyser, hydrogen storage, and refuelling station – will support end-to-end hydrogen production and distribution.

A key upcoming milestone is securing funding for integrated carbon capture systems. These systems will capture live industrial CO₂ emissions from Eden Mill's Distillery and the on-site biomass energy centre, creating a unique demonstration of circular carbon management. Completion is expected in early 2026, with the project already delivering measurable progress toward a low-carbon economy.



£300k



Stretch Dome Simulator

Project Owner: University of St Andrews

Enabling the region to...: Innovate & Internationalise

Thematic Board: Innovative, International



★ ACHIEVEMENTS

To date, Stretch Dome Simulator has:

- released £300k of Government funding (100% of the allocation);
- secured £305k leverage; and,
- created 7 new jobs.

Project Description & Headline Achievements

The UK Government committed up to £300k to a Stretch Dome Simulator located within the Eden Campus. The Simulator is an integrated simulated and visualisation suite, used to test research and innovation into, for example, climate change, coastal ecology, underwater acoustics, low carbon and new materials.

Now operational, it gives scientists the ability to test theories and generate solutions in rapid time, while also giving them the capability to demonstrate the impact of their work to a wider audience.





CASE STUDY

The D'Arcy Thompson Simulator Centre Limited has continued to grow with development of the sustainaVERSE™ software.

The sustainaVERSE™ platform has progressed from the Tay Cities Deal, Stretch Dome Simulator business case, into a modern, Unreal-Engine-based immersive data-visualisation stack. The move to Unreal Engine enables real-time, GIS-aware visualisation and simulation (e.g., energy and environment scenarios) and aligns with established geospatial pipelines.

This development phase was enabled by St Andrews Innovation (partnering and facilities), Deep Tek Ltd (industry support), and applied projects with University of St Andrews' Estates (integrating visualization energy vectors at its Eden Campus), NHS Fife/Fife Regional Council (envisioning food futures), and the River Eden Sustainability Partnership (controlling invasive species).

Additionally, D'Arcy Thompson's sustainaVERSE™ featured in workshops in Madagascar and Mauritius supported by NiS Africa. These events are progressing implementations in five projects in the region, including photo-voltaic energy, agri-voltaic energy, blue-economy and conservation/restoration.





£49.7m

An Innovative, International Tay

Culture & Tourism

Within the Culture & Tourism theme there is 1 Programme – the Regional Culture and Tourism Investment Programme, and 5 named Projects; Pitlochry Festival Theatre, Perth Museum, Innerpeffray Library, Crieff International Highland Centre and Aero Space Kinross.

Within the Regional Culture and Tourism Investment Programme, there are currently 2 Projects which have received Full Business Case approval; Hospitalfield and Discovery Point Transformed. The Perth Museum and Pitlochry Festival Theatre have also received Full Business Case approval and fully claimed all of their allocated funding.

Aerospace Kinross has received Full Business Case approval with conditions.

To date, Projects within the Culture and Tourism element of the Innovative, International Theme have realised the following:

- £24.5m Government investment released
- 603 jobs realised
- £38.679m leverage secured for the region

£37m



Regional Culture & Tourism Investment Programme

Programme Owner: Angus & Dundee City Councils

Enabling the region to...: Innovate & Internationalise

Thematic Board: Culture & Tourism



Programme Description & Headline Achievements

The Scottish Government will commit up to £37m to the creation of a Regional Culture and Tourism Investment Programme through the investment in key economic assets in the sector. This is compiled of a £27m investment in a Regional Culture & Tourism Investment Programme and £10m investment in the Pitlochry Festival Theatre project.

The overarching objective of the Programme is to contribute to wider regional ambition to be a highly desirable place to live, work, visit and invest in. It aims to do this by building on and strengthening the region's existing culture and tourism offering, to deliver a world class region with world class culture and visitor experiences.

The Programme will be managed and delivered collaboratively by a partnership between the four Tay Cities local authorities, Scottish Enterprise, Creative Scotland, Historic Environment Scotland, and VisitScotland, with the support of the Scottish and UK Governments.

Within the Regional Culture & Tourism Investment Programme, 2 Projects were identified for delivery early in the Deal period. These are Hospitalfield and Discovery Point Transformed, which have received Full Business Case approval and are in delivery.



Key Milestones & Progress

In order to achieve the aims for the Programme, the next milestones to support its delivery and their status are set out below.

Milestone	Due Date
Programme Outline Business Case Updated and Approved by the Tay Cities Partnership	2026/27

Key Risks

Risk	Mitigation
Individual Projects are unable to secure match funding due to changes in the funding environment	The assessment criteria will be received after the first tranche of Projects are recommended for approval through the Full Business Case. Including match funding requirements and the current investment position
The investment programme fails to prioritise Projects that help deliver a stronger and more sustainable collaborative approach between the tourism and creative sectors	The prioritisation criteria include scale, significance and transformation capacity for the assessment of individual Projects
The investments fail to deliver inclusive and sustainable growth	The contribution that a Project makes to delivery of accessibility and fair work will be assessment criteria. Each Project's impact on the built and natural environment will also be assessed



£5.5m



Hospitalfield

Project Owner: Hospitalfield

Enabling the region to...: Innovate & Internationalise

Thematic Board: Culture & Tourism



★ ACHIEVEMENTS

To date, Hospitalfield has:

- released £3.6m of Government funding,
- secured £5.5m leverage; and
- created 8 new jobs and secured 158 construction jobs.

Project Description & Headline Achievements

Hospitalfield was awarded an investment of up to £5.5m from the Scottish Government to support a visionary redevelopment plan for Hospitalfield House as part of the Regional Culture & Tourism Investment Programme. It aims to see Hospitalfield fully restored and accessible to the public.

The five-year capital investment programme will be delivered in phases. To date, the investment has supported the completion of upgrades to Hospitalfield's garden and garden buildings as well as the repair of the historic studios and the development of the new 21st century digital studio. This has also supported the development of learning and community engagement arts studios as well as the restoration of the old laundry and tack room to accommodate the horticulture programme.

The Project is in the process of working on the new Collections Study Centre and restoring the 19th century house.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.



Milestone	Due Date
Design development for Phase 4	2026/2027
Completion of Phase 4	2027/2028

Key Risks

Risk	Mitigation
Fundraising in Phase 4	Ongoing progress with fundraising

CASE STUDY

The development of the new walled garden has received huge coverage and attention over the last two years. It has featured on a number of TV programmes and will be included in a new major publication, Great Gardens of Scotland. The designer of this walled garden, Nigel Dunnett, has become extremely high profile through his activist and design work around horticulture. He is now included in the design team for the Queens Memorial in St James Park, London.

In early 2024 he invited Hospitalfield to make a bid with him to Project Giving Back, which supports the main gardens at Chelsea Flower Festival. The Hospitalfield Arts Garden won the silver gilt medal at Chelsea in May 2025 and the garden was returned, thanks to the considerable funds awarded by Project Giving Back, to Ladyloan Primary School in Arbroath. This is a world class garden of huge interest to many in the horticultural world, sited in one of our newly built primary schools in Arbroath. It will be an aide for teaching and learning in this highly regarded 'resource' school that prioritises outside learning.

Our tourism story aligns with the garden currently, however, as we shift the focus towards our heritage and collections, whilst the horticulture programmes continues to be a vital cross cutting theme, we will be able to give greater focus to the wealth of treasures within our collections. There are plans to bring all aspects of Hospitalfield together giving an event balance across the heritage, contemporary art programmes and horticulture.





Discovery Point Transformed

Project Owner: Dundee Heritage Trust

Enabling the region to...: Innovate & Internationalise

Thematic Board: Culture & Tourism



★ ACHIEVEMENTS

To date, Discovery Point Transformed has:

- released £900k of Government funding,
- secured £5.06m leverage; and
- secured 92 construction jobs.

Project Description & Headline Achievements

The Scottish Government committed up to £2.5m for Discovery Point Transformed, as part of the Regional Culture & Tourism Investment Programme. The Project will create four major attractions, delivering a major upgrade of the museum, as well as protecting and restoring the unique heritage of the RRS Discovery, enhancing overall visitor facilities and opening up new opportunities for community engagement and learning. The Project will be delivered in two distinct phases.

Phase 1 of Discovery Point Transformed saw the completion of the Discovery Dome gallery. The immersive experience allows visitors to travel back in time to 1901 when the RRS Discovery was built. The 360° show has been seen by tens of thousands of visitors since it launched in October 2022.

Phase 2 which is still to be developed, will:

- Advanced vital conservation works to the RRS Discovery
- Transform Discovery Point through strategic capital works, including a new destination cafe, flexible events space and learning space.



- Showcasing Dundee's heritage through world-class experiences including: a new immersive theatre, two new galleries and improvements to the wider galleries within Discovery Point.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.

Milestone	Due Date
Phase 2 works start	2026/27

Key Risks

Risk	Mitigation
Fundraising target shortfall	Project pursuing additional funding from various sources
Construction cost inflation	<p>The board has opted to value engineer cost and re-set overall Project fundraising target to £12m. A value-engineered budget has been prepared by an experienced quantity surveyor (Turner Townsend) and includes industry standard contingencies for risks and inflation.</p> <p>For Phase 2, the Project will transfer or share procurement risks by awarding either a fixed price contract or a partnership risk sharing agreement with our main contractor</p> <p>A degree of Brexit-related cost increases are already included in assumptions. If exceptional inflationary pressures are experienced, additional fundraising may be required</p>



£10m



Pitlochry Festival Theatre

Project Owner: Perth & Kinross Council

Enabling the region to...: Innovate & Internationalise

Thematic Board: Culture & Tourism



★ ACHIEVEMENTS

To date, Pitlochry Festival Theatre has:

- released £10m of Government funding (100% of the allocation);
- secured £11.283m leverage; and
- created 302 new jobs.

Project Description & Headline Achievements

The Scottish Government committed up to £10m to Pitlochry Festival Theatre, with the physical project now complete. The Project has successfully:

- Completed delivery of new 172-seat Studio theatre, inserted within the existing building's envelope.
- Completed delivery of upgraded, legible and accessible courtyard, entrance foyer and Box Office, contributing a warm visitor welcome and strong placemaking, showcasing the Theatre's enviable position on the stunning River Tummel, overlooking Ben-y-Vrackie.
- Completed delivery of upgraded accessible toilet facilities and a new accessible changing room adjacent to both the Studio and Auditorium performance spaces, allowing the organisation increased inclusivity to artists and creatives making work for the Theatre.
- Completed delivery of partial plant upgrade to service the first phase works, switching energy units to air source heat pumps, and disconnecting the Theatre from the gas network, to significantly reduce carbon consumption.



- Completed a significant roof replacement and insulation upgrades, and the replacement of the glazed curtain walling, significantly increasing the building's thermal efficiency from previously installed low-carbon energy generation.

CASE STUDY

As Pitlochry Festival Theatre's capital redevelopment delivery reached completion in June 2025, the impact of Tay Cities Deal investment is becoming ever more tangible in both employment and local value creation. The enhanced spaces, including the 172-seat Studio, a fully refurbished entry and foyer, replaced thermal envelope, and upgraded Auditorium, public spaces and WC facilities. This project has not only improved the visitor experience but has also generated new, long-term employment.

In FY25, the Theatre created ten new permanent (FTE) roles across the organisation, specifically enabled by the increased commercial activity through the new facilities. This builds on earlier job creation across construction and consultancy phases and has seen the Theatre exceed the employment target committed to at Deal Signing.

Community wealth building has been a guiding principle throughout. The appointment of James F. Stephen Architects based in Glamis leading the design, Elgin-based Robertson Construction North for the thermal envelope works and Dundee-based contractor Bentley's Fit for the final Auditorium and public facilities works, ensured that public funding was reinvested locally. Additional subcontracts were awarded to businesses based in the Tay Cities Region, including MEP, flooring, decorating, and technical equipment specialists. These decisions reflect the Theatre's commitment to local spend, fair work principles, and strengthening regional capacity.

Through this capital delivery, Pitlochry Festival Theatre is embedding long-term economic benefits into the local economy and demonstrating that cultural infrastructure can deliver not only artistic excellence but inclusive, placebased growth.



£10m



Perth Museum

Project Owner: Perth & Kinross Council

Enabling the region to...: Innovate & Internationalise

Thematic Board: Culture & Tourism



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★ ACHIEVEMENTS

To date, Perth Museum has:

- released £10m of Government funding (100% of the allocation);
- secured £16.836m leverage; and
- created 30 new jobs and secured 13 construction jobs.

Project Description & Headline Achievements

Officially opened on the 30th of March 2024, £10m investment from the UK Government has brought Perth Museum, a Category B listed building in the original medieval heart of the city, back to life. The Project has repurposed a deteriorating heritage asset into a new museum attraction of international significance.

The Museum showcases Perth's ancient roots through museum collections which have National Recognition Status. Perth Museum has now had over 300,000 visitors between opening in March 2024 to the end of July 2025.

Perth Museum has become a major cultural venue; a significant addition to the world class offer of the Tay Cities region and a source of civic and community pride, as it was when first built over a hundred years ago. This is reflected in the Museum being shortlisted for Art Fund Museum of the Year 2025, which is the worlds largest museum prize.





In the Press

- [Perth Museum shortlisted for Museum of the Year Award](#)

CASE STUDY

Perth Museum opened its doors to the public on the 30th March 2024. It was a moment of celebration, community pride, and a successful culmination of a £27.5M project more than 10 years in the making. The Museum is a 5* fully accessible cultural & heritage visitor attraction telling 10,000 years of history through Perth and Kinross's collections of national significance. The Museum is also the new home of the Stone of Destiny, (also known as Stone of Scone), returned home to Perthshire for the first time in 700 years and free for all to view.

The Museum has exceeded all expectations, attracting 100,000 visitors in less than 100 days, and reaching 258,661 visits in the first 12 months of opening, exceeding the annual visitor target of 167,000 by 50%. Now 5 months into Year 2, the Museum is projecting once again to significantly exceed its annual target.

Key to the Museum's success has been great design and interpretation, and award-winning press and marketing campaigns. To date the Museum has received 5* rating from Visit Scotland, 5* in Euan's Guide, Taste Our Best accreditation for the Museum Café, and has won or been shortlisted for the following awards:

- Art Fund Museum of the Year 2025 (Shortlisted)
- Museums Association Museums Change Lives Awards 2024 – Championing Social Justice Award for the Unicorn exhibition (Winner)
- Scottish Design Awards 2024 – Best Civic Brand Identity (Winner)
- Roxhill Media Awards 2025 – Best Travel PR Campaign (Winner)
- Scottish Property Awards 2025 – Small Regeneration Project of the Year (Winner)
- Scottish Design Awards 2024 – Best Civic Brand Identity (Winner)

Perth Museum has an exciting second year planned with a focus on consolidating and building on the success of an award-winning opening year. Highlights for 2025 and 2026 include the opening of the new Macbeth temporary exhibition, and the arrival of Mary, Queen of Scots' last letter on a 3-month loan from National Library of Scotland, the first time in modern history this precious object has been seen north of Edinburgh, and the longest it will be on public display in a generation.





£28m

A Connected Tay

Transport

Within the Transport theme, there are 5 Projects; Broxden Low Carbon Transport Hub, Perth Active Travel Hub, Hydrogen Refuelling Station, Dundee Airport Investment and Perth Bus & Rail Interchange.

Both the Broxden Low Carbon Transport Hub and Dundee Airport Investment Revenue projects have secured Joint Committee approval and are in delivery.

To date, Projects within the Transport theme have realised the following:

- £2.3m Government investment released
- 184 jobs realised
- £27.154m leverage secured for the region

£789k



Broxden Low Carbon Transport Hub

Project Owner: Perth & Kinross Council

Enabling the region to...: Connect

Thematic Board: Transport



★ ACHIEVEMENTS

To date, the Broxden Low Carbon Transport Hub has:

- released £757k of Government funding;
- secured £387k leverage; and
- created 1 new job, secured 2 construction jobs and protected 1 job.

Project Description & Headline Achievements

The Broxden Low Carbon Transport Hub has been awarded up to £789k from the Scottish Government. Now operational, the Broxden Low Carbon Transport Hub Project aims to tackle one of the largest decarbonisation problems – the transition of fossil fuelled transport to zero emission transport. The Project is helping to decarbonise road transport by providing expanded electric vehicle re-charging facilities at the Broxden Park & Ride site, which serves both Perth City and the Scottish motorway network and motorway interchange at the M90/A9.

The Project includes a range of refuelling charging speed options for Electric Vehicles (EVs), to accommodate the different usage patterns of EV users, and also delivered the first Disabled access EV charger in the area, now operational. At Broxden there is now a total of 41 EV charging spaces after the development of these additional EV chargers, making the area a significant charging hub on the central node of the Scottish motorway network.

The increasing demand for EV charging puts an increasing demand on the electricity supply network (grid) of the region/ country, therefore the Project have developed innovative solutions which are now operational. A combination of on-site renewable



energy generation from solar carport canopies and a battery storage unit have been deployed to sustainably support the EV charging systems at the site.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.

Milestone	Due Date
Broxden Low Carbon Transport Hub: New Grid Connection	December 2025



CASE STUDY

The Broxden Low Carbon Transport Hub Project aims to tackle one of the largest decarbonisation problems – the transition of fossil fuelled transport to zero emission transport. The Project is helping to decarbonise road transport by providing expanded electric vehicle re-charging facilities at the Broxden Park & Ride site.

Now operational, the Broxden Low Carbon Transport Hub has been able to monitor the usage at the Broxden site. From October 2024 to June 2025, there was a total of 12,337 charging sessions at the new facility. These sessions produced a carbon saving of 471,241 kg and a carbon value of £121,782.

These figures highlight the Project continues to be successful and used at high numbers. With the new grid connection being delivered in December 2025, the Project has started exploring future upgrades to the site.



£1.6m



Dundee Airport Investment

Programme Owner: Dundee City Council

Enabling the region to...: Connect

Thematic Board: Transport



★ ACHIEVEMENTS

To date, the Dundee Airport Investment revenue project has:

- released £1.545m of Government funding;
- secured £26.767m leverage; and
- protected 180 jobs.

Programme Description & Headline Achievements

The Scottish Government will commit up to £9.5m to the development of Dundee Airport. Investment will ensure the Airport can contribute effectively to the region's wider connectivity requirements, a key enabler of sustainable economic growth.

To date £1.586m revenue has been awarded and secured Joint Committee approval. £7.914m has also been allocated as capital funding but still requires approval.

Investment was approved on the 31st of October 2023, contributing to the Public Service Obligation which supports services from Dundee Airport to London Heathrow.

The Dundee to London Public Service Obligation (PSO) - which protects routes that connect the UK, encourage economic growth and boost tourism – was awarded to Loganair in November 2023 following a compliant public procurement exercise. The new PSO now operates between Dundee and London Heathrow, offering seamless connections to numerous international destinations, significantly enhancing Dundee's connectivity until October 2025 with an extension to the PSO currently being negotiated.



The Dundee to London point-to-point service is enhanced by other scheduled air routes operating from Dundee as a result of Loganair's ATR-42 aircraft being based at the airport. Significant online and TV advertising campaigns showcasing the Dundee to London air route by Loganair continue to take place, changing perceptions of the region as place to do business and supporting growth in inbound visitor numbers. Business and leisure customers can now book travel to European and long-haul destinations from Dundee through Loganair codeshare partner websites such as British Airways, Emirates and Qatar Airways and through local, national and online travel agencies.

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below and relate to the Project as a whole, capturing both revenue and capital activity.

Milestone	Due Date
Dundee Airport Revenue Project: Business Justification Case Approval	October 2025
PSO Contract Extension - Year 3	November 2025
PSO Contract Extension - Year 4	October 2026

Key Risks

Risk	Mitigation
Public Service Obligation is not renewed following end of current contract	Explore options with both Governments and TCRD to alternate existing capital funding to revenue to allow this to be used as revenue support for the new PSO subsidy



A tall yellow telecommunications tower stands against a clear blue sky. The tower has a lattice structure and is topped with a windmill-like structure. Below the tower, a large array of solar panels is mounted on a yellow frame. In the foreground, a group of five workers wearing blue hard hats and orange high-visibility vests are standing on a yellow platform, looking towards the camera. The background is a solid blue color with white wavy lines at the bottom.

£4m

A Connected Tay

Digital

Within the Digital theme there are 2 Projects; Rural Angus and Rural Perth & Kinross Highspeed Broadband and 5G Digital Testbeds.

Both Projects have now received Business Case approval.

The Rural Angus and Rural Perth & Kinross Highspeed Broadband have now fully claimed all allocated funding.

To date, Projects within the Digital theme have realised the following:

- £3.9m Government investment released
- 307 jobs realised
- £5.613m leverage secured for the region



Rural Angus and Rural Perth & Kinross High Speed Broadband

Project Owner: Angus Council and Perth & Kinross Council

Enabling the region to...: Connect

Thematic Board: Digital



★ ACHIEVEMENTS

To date, the Rural Angus and Rural Perth & Kinross High Speed Broadband project has:

- released £2m of Government funding (100% of the allocation);
- secured £3.98m leverage; and
- created 250 new jobs.

Project Description & Headline Achievements

The UK Government committed up to £2m to developing Rural Angus and Rural Perth & Kinross High Speed Broadband Project. These Projects have enhanced digital connectivity in rural areas across the region, including providing remote and rural properties with full fibre and extending existing fibre broadband between Perth City Centre and a new residential development to the west of Perth.

The Project completed delivery of the Project at the end of 2022/23 and continues to deliver benefits for the region.



£2m
5G

5G Digital Testbeds

Project Owner: Dundee City Council

Enabling the region to...: Connect

Thematic Board: Digital



★ ACHIEVEMENTS

To date, the 5G Digital Testbeds project has:

- released £1.9m of Government funding;
- secured £1.633m leverage; and
- created 57 new (temporary) jobs.

Project Description & Headline Achievements

The Scottish Government committed up to £2m to support 5G testbeds and trials in the Tay Cities region, helping to put it at the forefront of full fibre and 5G deployment to drive economic development. The testbeds are the infrastructure (data centre, fibre and transmitters) needed for 5G. Case studies will explore the use of the testbeds for applications as varied as transport information mobile gaming or measuring civic space usage.

The funding continues to be used to work with local communities, academic institutions and businesses to develop and demonstrate 5G test cases. This work has developed the practical use of 5G and demonstrated the innovation possible, its potential markets and the appeal of these innovations to regional communities and stakeholders. The test cases have been focused initially at the Dundee waterfront but also explores how to use the digital connectivity improvements in rural Angus and Perth & Kinross to roll out 5G case studies across the region.

The Project has delivered 4 Challenge Fund and 2 Pathfinder 5G Projects across broadcasting, agritech, sustainable fashion, smart cities/connected communities, drones for offshore services and drones for search & rescue.



The Project has now completed the delivery of an additional 3 Projects and 1 Project is underway. These Projects are:

- Agri-robotics led by the James Hutton Ltd
- Disaster Relief led by Jet Engineering Ltd
- Distributed and collaborative events led by AIX Live Ltd
- Digital forensic Evidence led by the University of Dundee Leverhulme Centre for Forensic Science

Key Milestones & Progress

In order to achieve the aims for the Project, the next milestones to support its delivery and their status are set out below.

Milestone	Due Date
Challenge Fund 2 Trials Completed	2025/26



In the Press

- [Announcement of the Tay5G Challenge Fund Winners](#)
- [5G Drones Project Aims to Transform Mountain Search and Rescue](#)





CASE STUDY

Tay5G has delivered a programme of 11 trials (with a further trial underway) where diverse sectors are supported and enabled by advanced, wireless connectivity. This technology paves the way for agile and more cost-effective solutions and realisation of new products, processes and services.

Tay5G worked with partners AIX Live and Abertay University led CoSTAR Realtime Lab to design and execute practical, lowlatency trials to prove how advanced connectivity can unlock new formats in live, immersive and data-rich production. The team built and operated real-time workflows across studio and event settings, ran multi-site demonstrations, and developed an operating playbook that partners can now reuse for future deployments. By coupling technical delivery with strong industry engagement, AIX Live turned Tay5G from a connectivity trial into a route to market, attracting collaboration, de-risking innovation for SMEs, and enhancing the Tay Cities region's profile as a leading UK hub for creative and digital production.

The project culminated in a first-of-its-kind multi-city immersive, interactive watch-party for the Six Nations Rugby Scotland v Wales match. A private 5G network linked two 23m LED volumes in Dundee and MediaCity Salford with CultVR, Cardiff and CoSTAR Screen Lab, Belfast, all centrally controlled from Dundee. Fans used an AIX app to play quizzes, vote and trigger real-time graphics/lighting, while the R&D addressed latency and synchronisation to keep venues in lockstep. This has made a key contribution to development of a distribution platform that can be used nationally and globally for live immersive events. The project also had vital support from the Scotland 5G Centre and collaborators including MediaCity's Immersive Technologies Innovation Hub, dock10 and BBC R&D.



Key to the Tay Cities Region Deal is ongoing monitoring and evaluation, which will be progressed as part of the Benefits Realisation Plan.

Benefits

Benefits for the Tay Cities Region

As highlighted in this report, the Deal is more than just the investment. Core to the objectives and ambitions of the region is the realisation of benefits to drive economic growth. This includes securing over 6,000 quality jobs and leveraging £400m of investment. Whilst the Deal funding is to 2030, the Partnership have the opportunity to realise the benefits by 2035.

The success of those Projects in delivery, as shown through the various case studies and Project updates in the Annual report, has led to the realisation of many social and economic benefits for the region. To date, over one third of the Deal's job and leverage commitments have been realised within the first third of the Deal reporting period.

Benefits Realisation Plan

Monitoring and evaluation continues to be an integral part of the Tay Cities Region Deal, supported by the Benefits Realisation Plan (BRP), to demonstrate the regional and local benefits achieved through this investment.

In March 2022, the first Benefits Realisation Plan for the Tay Cities Region Deal was approved by Governments and the Joint Committee, and it has continued to be updated on an annual basis, where appropriate.

The purpose of the BRP is to demonstrate, to our local, regional and national stakeholders, how we will capture the outputs, outcomes, and impacts resulting from Tay Cities Region Deal investments. It is the Partnership's approach to monitoring and evaluation.



Leverage Statement

At the time of Deal Signing, the named Fund, Programmes and Projects made a commitment to secure £400m leverage through the Tay Cities Region Deal, over 15 years. The Deal definition of leverage is the provision of financial and other incentives to mobilise partner and stakeholder resources. This includes equipment and people as well as funding.

Since Deal Signing in December 2020, a significant amount of leverage has been secured to the end of this reporting period. Table 2 summarises the leverage position up to the end of Q2 2024.

The full leverage figures are based on the named Projects at Deal Signing, and those that have been named as part of a Programme and Fund. The total number of jobs created and committed only includes individual projects.

Table 2: Tay Cities Region Deal Leverage Summary

TCRD Thematic Board	Programme/Fund/Project	Approved Leverage Commitment ⁶ £000	Leverage secured to end of Q2 2025 (£000)	Leverage received to end of Q2 2025 (£000)
An Empowered & Inclusive Tay				
Skills	Regional Skills & Employability Development Programme	0	See Projects	
	• Skill Programme Manager	0	0	0
	• Digital Skills (Phase 1)	0	0	0
	• Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	0	0	0
	• Supporting SME Skills	0	0	0
	• Sustainable Construction Skills	0	0	0
	Tay Cities Engineering Partnership	500	566	487
	Aviation Academy for Scotland	0	0	0
An Innovative, International Tay				
Innovative, International	Growing the Tay Cities Biomedical Cluster	119,099	40,286	39,759
	International Barley Hub	0	7,617	7,617
	Advanced Plant Growth Centre	0	14,524	14,524
	Angus Fund	38,900	See Projects	
	Mercury Drone Ports	0	0	0
	cyberQuarter	5,024	10,049	10,049
	Just Tech	0	0	0

⁶ Approved leverage commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request. The Programmes and Fund commitments have been reduced accordingly where commitments have been confirmed for a Project within that Programme or Fund



TCRD Thematic Board	Programme/Fund/Project	Approved Leverage Commitment ⁶ £000	Leverage secured to end of Q2 2025 (£000)	Leverage received to end of Q2 2025 (£000)
Innovative, International	Perth Innovation Highway	17,242	0	0
	Studio Dundee	21,000	0	0
	Advanced Manufacturing Programme	8,000	0	0
	Eden Campus	110,394	113,731	113,731
	Stretch Dome Simulator	0	305	305
	Project Beacon	12,425	0	0
Culture & Tourism	Regional Culture & Tourism Investment Programme	27,000	See Projects	
	• Hospitalfield	5,500	5,500	5,500
	• Discovery Point Transformed	2,500	5,060	1,283
	Pitlochry Festival Theatre	11,300	11,283	11,283
	Perth Museum	15,217	16,836	16,836
	Innerpeffray Library	0	0	0
	Crieff International Highland Centre	660	0	0
	Aero Space Kinross	1,285	0	0
A Connected Tay				
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	3,980	3,980	3,980
	5G Digital Testbeds	0	1,633	1,633
Transport	Low Carbon Transport & Active Travel Hubs Programme	6,450	0	0
	Broxden Low Carbon Travel Hub	424	387	387
	Dundee Airport Investment	400	26,767	21,258
	Perth Bus & Rail Interchange	0	0	0
TOTAL		399,300⁸	258,524	248,632

Key Headlines

- Since the Deal was signed, **£258.524m** of leverage has been secured by Projects to the end of September 2025. This equates to **65%** of the overall leverage commitment. This is an **increase of £78.266m** since last year.
- To the end of September 2025, Projects within the Deal have received **£248.632m** of the secured leverage, equating to **62%** of the leverage commitment at Deal Signing. This is an **increase of £88.422m** since last year.

⁷ There is a correction to the reported secured and received leverage for the Low Carbon Broxden Hub from the previous Annual Report. This was an error in reporting.

⁸ The current total of agreed leverage commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request, is less than the Deal Commitment. This is due to a Change Request for the Rural Angus and Rural Perth & Kinross High Speed Broadband. However, it is anticipated the overall leverage received will meet or exceed the target of £400m. Other Projects that are still to secure business case approval are reporting an increased commitment to leverage compared to their commitment at Deal Signing.



Jobs Statement

At the time of Deal Signing, the named Fund, Programmes and Projects made a commitment to secure over 6,000 quality jobs through the Tay Cities Region Deal, over 15 years. The Deal definition of jobs is any new permanent paid jobs created as a result of the Project. This can include construction or protected jobs, as well as apprenticeships.

Table 3 below, summarises the number of reported jobs created up to the end of Q2 2025 since Deal Signing.

The full jobs figures are based on the named Projects at Deal Signing, and those that have been named as part of a Programme and Fund. The total number of jobs created and committed only include individual projects.

Table 3: Tay Cities Region Deal Jobs Summary

Tay Cities Region Deal Thematic Board	Programme/Fund/Project	Approved Job Commitment ⁹	Jobs created to the end of Q2 2025
An Empowered & Inclusive Tay			
Skills	Regional Skills & Employability Development Programme	See Projects	See Projects
	• Skills Programme Manager	1	1
	• Digital Skills (Phase 1)	0	2
	• Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	3	2.5
	• Supporting SME Skills	155	767
	• Sustainable Construction Skills	2.5	0
	Tay Cities Engineering Partnership	5	5
	Aviation Academy for Scotland	93	0
An Innovative, International Tay			
Innovative, International	Growing the Tay Cities Biomedical Cluster	450	192
	International Barley Hub	1,838	729
	Advanced Plant Growth Centre	795	494
	Angus Fund	100	See Projects
	• Mercury Drone Port	60	0

⁹ Approved job commitment, either at Deal Signing, as part of an approved Full Business Case/Business Justification Case or approved change Request. The Programmes and Fund commitments have been reduced accordingly where commitments have been confirmed for a Project within that Programme or Fund



Tay Cities Region Deal Thematic Board	Programme/Fund/Project	Approved Job Commitment ⁹	Jobs created to the end of Q2 2025
Innovative, International	cyberQuarter	500	439
	Just Tech	220	0
	Perth Innovation Highway	720	0
	Studio Dundee	250	0
	Advanced Manufacturing Programme	0	0
	Eden Campus	659	1,574
	Stretch Dome Simulator	3	7
	Project Beacon	60	0
Culture & Tourism	Regional Culture & Tourism Investment Programme	320	See Projects
	• Hospitalfield	13	166
	• Discovery Point Transformed	78	92
	Pitlochry Festival Theatre	272	302
	Perth Museum	40	43
	Innerpeffray Library	0	0
	Crieff International Highland Centre	4	0
	Aero Space Kinross	25	0
A Connected Tay			
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	0	250
	5G Digital Testbeds	0	57
Transport	Low and Active Travel Hubs Programme	48	See Projects
	Broxden Low Carbon Transport Hub	4	4
	Dundee Airport Investment	320	180
	Perth Bus & Rail Interchange	75	0
TOTAL		6,963	5,307

Key Headlines

- Since the Deal was signed, **5,307 jobs have been realised** to the end of September 2025, made up of new jobs, protected jobs and construction jobs. This is an **increase of 2,856 jobs** in the last year, within the region and at a national level.
- In total, **2,313 new jobs have been created, 1,322 construction jobs have been secured and 1,672 jobs have been protected.**



Other Core Benefits for the Region

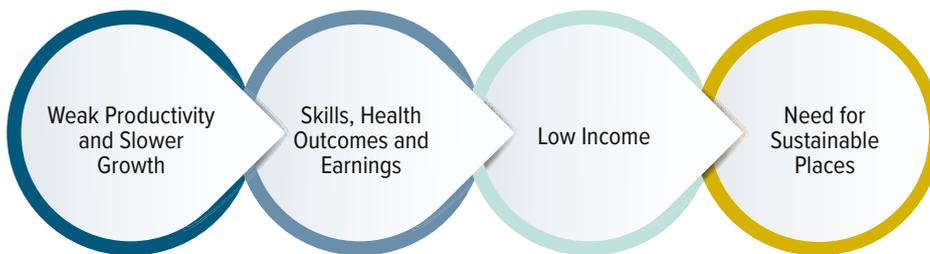
There are a number of other 'core' outputs for the Region, as agreed at Deal Signing. These include training places, visitors, development space unlocked, spin-outs created and SMEs supported. The achievements to date are:

Output	Commitment at Deal of Signing	Realised up to Q2 2025/26
 New Jobs	6,083	2,313
 Construction Jobs	648	1,322
 Protected Jobs	172	1,672
 Training Places	591	2,667
 Development Space Unlocked m ²	7,755	24,737
 Visitors	24,231	667,680
 Start Ups	28	34
 SMEs Supported	170	2,215



Delivering Inclusive Growth

Recognising that the ultimate aim of the Deal is to enhance the lives of the region's residents, the Governments, Partnership and Projects are committed to working together to realise a shared ambition for inclusive growth. The inclusive growth challenges that are specific to the Region include the following:



Each Project has set out their approach to addressing the regional inclusive growth challenges as part of their business cases and through position-statements to support the Benefits Realisation Plan. The following case studies demonstrate examples of inclusive growth delivery.

CASE STUDIES



Perth Museum

Perth Museum is committed to addressing the declining cultural tourism visits to Perth and to broaden cultural participation amongst local audiences within Perth & Kinross and throughout Scotland. The Museum promotes Equalities and Fairer Growth within Perth & Kinross and the wider Tay Cities Region through culture and heritage. In the first year of opening Perth Museum contributed to inclusive growth in the following ways:

- The Museum directly employs 30 staff in new roles, exceeding targets for employment opportunities.
- 13 FTEs were also created during the construction phase of the project
- Recorded a 68% increase in Perth High Street footfall between late March 2024 and the beginning of January 2025.
- Independent visitor research conducted in August 2024 found that 67% of people said that Perth Museum improved their perception of the area as a better place to live, work, or visit.

Visits from nearly 40 different schools across Scotland to Perth Museum, including 300 pupils from 10 schools which are in areas high on the Scottish Index of Multiple Deprivation as part of the Museum's Partner Schools Programme. This 3-year project creates opportunities to participate in bespoke projects to develop content for primary school learning in a heritage setting.





Discovery Point Dundee

Discovery Point Dundee is actively working towards inclusive growth targets by carrying out activities such as:

- Investing in skills: The ShipWright! programme will engage volunteers with heritage skills and help create more capacity in this specialist area.
- Community engagement: Alongside the capital works, our communities will be put into the heart of our galleries through co-curation, exploring the emotions and themes felt by the men aboard Discovery in a way that is relatable to today's audiences.
- Fair access to opportunities: when we engage with communities we will build in support for attendees, including transport costs and subsistence.



Growing The Tay Cities Biomedical Cluster

Several inclusive growth measures benefitting the regional workforce and community were realised throughout the construction phase of the Tay Cities Biomedical Cluster project, facilitated by Robertson Construction, the main contractor for the construction of the Life Sciences Innovation Hub and the refurbishment of Medtech facilities at Wilson House, such as:

- Robertson Construction facilitated 47 apprenticeship opportunities, 11 of which were brand new apprenticeships initiated during the Biomedical Cluster project. These apprenticeships provide opportunities to learn new skills in joinery, plumbing, electrics, heating and roofing.
- The main contractor also provided 25 weeks of meaningful work placements for students from schools, colleges and universities, as well as individuals supported by employability providers such as Barnardo's, Helm and Alexander Community Development, offering insight for these students in the diversity of careers within the construction industry.
- Additionally, 1,729 hours of engagement activities by the contractor were undertaken including career mentoring such as mock interviews, CV advice, and careers guidance as well as engagement with local schools.
- Lastly there were 204 diversity, equality and inclusion (DEI) awareness modules completed by individuals as part of efforts to raising awareness and understanding of inclusion within the construction programme.



Carbon Reductions

On 18th August 2021, the Scottish Government issued guidance relating to carbon assessment and management on behalf of both Governments. This was developed to meet Scotland's net zero whole life carbon emissions trajectory by 2045, and all Projects developing their business case after this date were asked to demonstrate their understanding of the carbon emissions impact of their Project by implementing the guidance. It should be recognised that Projects that received business case approval prior to this date do not have this commitment.

Contributing to the carbon reductions at a regional level will also support the Partnership and Government's commitment to sustainable places, as one of the inclusive growth opportunities. The Growing the Tay Cities Biomedical Cluster, through the Deal investment, have and are continuing to deliver carbon reductions at a regional level. Details of achievements to date are shared below.

CASE STUDIES



Gross Value Added (GVA) for the Tay Cities Region

Whilst many of the City Region and Growth Deals use GVA as a measure for their region to demonstrate the benefits of the Deal investment for a region, the Partnership and Governments agreed that GVA would not be one of the core outputs for the Deal to demonstrate economic growth in the region.

Despite it not being a core output for the Region, best practice and learnings from the Edinburgh & South East City Region Deal have been considered, and their methodology to calculate GVA for the regional associated with jobs created by Projects can be used to demonstrate economic benefits wider than those that the Partnership have committed to.

Based on this, it is anticipated that the current GVA for the region as a result of Deal investment to date is £344,277,400.

This is based on direct new and protected jobs returning £211,152,000 in GVA for the region, and also indirect and direct construction jobs returning £133,125,400 in GVA for the region.

Not only does this demonstrate significant regional economic benefits for the Deal, but it can also be used to support the region's ambitions for economic growth, in line with the Regional Economic Strategy and Prospectus in the future.





Growing the Tay Cities Biomedical Cluster

Sustainability was a key consideration in the construction of the Life Sciences Innovation Hub, a key component of the Tay Cities Biomedical Cluster project. The building's orientation optimises daylight and solar gains, reducing overheating and minimising its carbon footprint. A post tensioned concrete frame reduced the amount of concrete required for construction whilst maintaining the performance criteria for lab spaces. The building fabric significantly exceeds minimum airtightness and insulation standards to achieve superior energy efficiency and better occupant comfort.

Moreover, the building was designed to utilise a low carbon heating & cooling solution in a highly efficient and cost-effective way to mitigate the carbon impact of the research and development activities, which are traditionally energy intensive. An innovative, but proven technology was chosen (From Erda Energy) and installed by Black Mountain Developments which consists of fifteen inclined boreholes (each drilled to a depth of 195m), containing coaxial pipes for optimal heat transfer. These boreholes work in conjunction with three ground source heat pumps and air handling units to form a geo-exchange system. Heat extracted from the boreholes is used by the ground source heat pumps, to provide both heating and cooling to the building. In summer, excess heat from the building (captured via air handling units) is recovered and stored back into the ground, effectively using the ground as a thermal energy battery. This stored energy can then be reused during the winter. The system will be continually optimised, relative to changes in ambient temperatures and building occupation etc throughout the year. It is estimated that the system will achieve up to a five-fold reduction on the carbon content to deliver heat compared to utilising gas.



Over £258m of leverage
has been secured by
Projects within the Deal.

Financial Statement

The Scottish Government and the UK Government will each invest up to £150m in the Tay Cities Region Deal. A summary of the Deal investment is shown below in Table 4.

Table 4: Tay Cities Region Deal Financial Investment Summary

Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
An Empowered & Inclusive Tay					
Skills	Regional Skills & Employability Development Programme (Phase 2) ¹⁰	6,735	0	0	6,735
	Regional Skills & Employability Development Programme – Skills Programme Manager	516	0	0	516
	Regional Skills & Employability Development Programme – Digital Skills (Phase 1)	1,539	0	0	1,539
	Regional Skills & Employability Development Programme – Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	1,975	0	0	1,975
	Regional Skills & Employability Development Programme – Supporting SME Skills	2,470	0	0	2,470
	Regional Skills & Employability Development Programme – Digital Skills (Phase 2)	2,785	0	0	2,785
	Regional Skills & Employability Development Programme – Hospitality Skills	2,000	0	0	2,000
	Regional Skills & Employability Development Programme - Sustainable Construction Skills	1,980	0	0	1,980
	Tay Cities Engineering Partnership	2,000	0	500	2,500
	Aviation Academy for Scotland	0	8,100	0	8,100

¹⁰ The Phase 2 Regional Skills and Employability Development Programme projects are still to be allocated, subject to approval of the Regional Skills and Employability Development Programme OBC refresh.



Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
An Innovative, International Tay					
Innovative, International	Growing the Tay Cities Biomedical Cluster	25,000	0	119,099	144,099
	International Barley Hub	15,000	20,000	0	35,000
	Advanced Plant Growth Centre	2,000	25,000	0	27,000
	Angus Fund	See Individual Projects		38,900	38,900
	Angus Fund: CASI Programme	0	15,000	0	15,000
	Angus Fund: Mercury Drone Port	0	1,000	0	1,000
	Angus Fund: Angus Rural Mobility Hub	0	2,900	0	2,900
	Angus Fund: Zero Four	0	2,000	0	2,000
	Angus Fund: Low Carbon Housing	0	3,000	0	3,000
	Angus Fund: Connecting Montrose	0	2,600	0	2,600
	cyberQuarter	6,000	5,700	5,024	16,724
	Just Tech	0	15,000	0	15,000
	Perth Innovation Highway	0	5,000	17,242	22,242
	Studio Dundee	3,000	0	21,000	24,000
	Advanced Manufacturing Programme	8,000	0	8,000	16,000
	Eden Campus	2,000	24,500	110,394	136,894
	Stretch Dome Simulator	0	300	0	300
Project Beacon	0	5,200	12,425	17,625	
Culture & Tourism	Regional Culture & Tourism Investment Programme ¹¹	19,000	0	19,000	38,000
	Regional Culture & Tourism Investment Programme - Hospitalfield	5,500	0	5,500	11,000
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	0	2,500	5,000
	Pitlochry Festival Theatre	10,000	0	10,000	20,000
	Perth Museum	0	10,000	15,217	25,217
	Innerpeffray Library	0	100	0	100
	Crieff International Highland Centre	0	1,000	660	1,660
	Aero Space Kinross	0	1,600	1,285	2,885

¹¹ The Phase 2 Regional Culture & Tourism Investment Programme projects are still to be allocation, subject to approval of the Regional Culture and Tourism Investment Programme OBC refresh.



Tay Cities Region Deal Thematic Board	Programme/Project	Scottish Government Investment (£000)	UK Government Investment (£000)	Partner Investment (£000)	Total Investment (£000)
A Connected Tay					
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	0	2,000	5,980	7,980
	5G Digital Testbeds	2,000	0	0	2,000
Transport	Low Carbon and Active Travel Hubs Programme – Broxden Low Carbon Travel Hub	789	2,000	6,874	10,374
	Low Carbon and Active Travel Hubs Programme – Perth Active Travel Hub	1,265	0		
	Low Carbon and Active Travel Hubs Programme – Hydrogen Refuelling Station	1,446	0		
	Dundee Airport Investment	9,500	0	400	9,900
	Perth Bus & Rail Interchange	15,000	0	0	15,000
TOTAL		150,000	150,000	400,000	700,000

Since Deal signing in December 2020, a significant amount of funding has been released to the end of this reporting period. Table 5 shows a summary of the claims made to date, to the end of September 2025.

Table 5: Summary of claims made to the end of September 2025

Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2025 funding released (£000)
An Empowered & Inclusive Tay			
Skills	Regional Skills & Employability Development Programme (Phase 2)	6,735	0
	Regional Skills & Employability Development Programme – Skills Programme Manager	516	184
	Regional Skills & Employability Development Programme – Digital Skills (Phase 1)	1,539	1,295
	Regional Skills & Employability Development Programme - Life Sciences Biotechnology and Medical Technology: Growing the Tayside Biotech, Biomedical and Agritech	1,975	549



Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2025 funding released (£000)
Skills	Regional Skills & Employability Development Programme – Supporting SME Skills	2,470	777
	Regional Skills & Employability Development Programme – Digital Skills (Phase 2)	2,785	0
	Regional Skills & Employability Development Programme – Hospitality Skills	2,000	0
	Regional Skills & Employability Development Programme - Sustainable Construction Skills	1,980	0
	Tay Cities Engineering Partnership	2,000	1,491
	Aviation Academy for Scotland	8,100	0

An Innovative, International Tay

Innovative, International	Growing the Tay Cities Biomedical Cluster	25,000	25,000
	International Barley Hub	35,000	35,000
	Advanced Plant Growth Centre	27,000	27,000
	Angus Fund: Mercury Drone Port	1,000	505
	Angus Fund: Angus Rural Mobility Hub	2,900	0
	Angus Fund: CASI Programme	15,000	0
	Angus Fund: Zero Four	2,000	0
	Angus Fund: Low Carbon Housing	3,000	0
	Angus Fund: Connecting Montrose	2,600	0
	cyberQuarter	11,700	7,132
	Just Tech	15,000	0
	Perth Innovation Highway	5,000	0
	Studio Dundee	3,000	0
	Advanced Manufacturing Programme	8,000	0
	Eden Campus	26,500	26,500
	Stretch Dome Simulator	300	300
	Project Beacon	5,200	0
	Regional Culture & Tourism Investment Programme (Phase 2)	19,000	0
	Regional Culture & Tourism Investment Programme - Hospitalfield	5,500	3,607
	Regional Culture & Tourism Investment Programme – Discovery Point Transformed	2,500	900
Pitlochry Festival Theatre	10,000	10,000	
Perth Museum	10,000	10,000	



Tay Cities Region Deal Thematic Board	Programme/Project	Total Government Investment over Period of the Deal (£000)	Q3 2020 to Q2 2025 funding released (£000)
Innovative, International	Innerpeffray Library	100	0
	Crieff International Highland Centre	1,000	0
	Aero Space Kinross	1,600	0
A Connected Tay			
Digital	Rural Angus and Rural Perth & Kinross Highspeed Broadband	2,000	2,000
	5G Digital Testbeds	2,000	1,901
Transport	Low Carbon and Active Travel Hubs Programme – Broxden Low Carbon Travel Hub	789	757
	Low Carbon and Active Travel Hubs Programme – Perth Active Travel Hub	1,265	0
	Low Carbon and Active Travel Hubs Programme – Hydrogen Refuelling Station	1,446	0
	Dundee Airport Investment	9,500	1,545
	Perth Bus & Rail	15,000	0
TOTAL		300,000	156,892

Key Headlines

- Up to the end of September 2025, the **Joint Committee approved £231.69m of its awarded funding**. This equates to **over two thirds of the overall Deal funding**. Of this, **£170.98m of funding has been approved by the Joint Committee for individual Projects**.
- More than half of the Deal's funding, **£156.892m**, has been claimed to date. This is a significant milestone for the Deal as it enters its sixth year.



Regional Collaboration

Regional Economic Strategy Prospectus

The Prospectus for Regional Growth was approved by the Tay Cities Joint Committee in December 2024.

The Prospectus restates the Vision from the Tay Cities Regional Economic Strategy 2019-2039 in supporting the missions of the Scottish & UK Governments in delivering growth from collaborative innovation in four priority “opportunity” themes and two “enabling theme.

In 2025, Heads of Economic Development Group (HoED) have been remitted with progressing the identification of “Leads” for these themes. The leads will lead on the development of thematic content and sector road maps, and co-ordinate wider engagement of stakeholders that informs and strengthens sectoral activity and interventions.

The following have now been agreed:

- Clean Growth for Smarter and Sustainable Places: Angus Council
- Life Sciences, Health and Agri Tech: Dundee City Council
- Tourism and Culture: Visit Scotland/Culture lead (tbc)
- Creative, Digital, Cyber and Games Economy: Fife Council
- Connectivity: Perth & Kinross Council/Tactran
- Skills & Talent: Perth & Kinross Council/Skills Development Scotland

During the year, the HoED have focused meetings around “deep dives” into a number of these themes, led by the identified Leads and Partners namely Life Sciences, Creative & Digital, Skills and Talent.

Clean Growth

The past 12 months has seen activity linked to the Clean Growth Initiative’s (CGI) core aims in information and knowledge sharing, building networks, uncovering synergies and driving further engagement.

The collaboration website, www.taycitiescleangrowth.scot, remains the main source of information sharing and knowledge sharing. The CGI secured support from our Local Authority partners and their ‘Invest In’ teams to link successful projects to the platform and hence provide additional visibility.

It was agreed that in addition to the website being utilised as an online and promotional tool to showcase the region and its advantages in clean growth, it is to continually evolve to provide a platform for complementary initiatives and support functions. The addition of an inward investment business support axis (a new tab on the site) is being explored to provide easy to use access to local authority and public sector consenting bodies as a package of support to set a welcoming environment for those who would like to locate their business in the Tay region. It is being trialled in the circular economy sector.



The CGI continues to be active in the development and support of the Tay Cities Circular Economy Strategy and Action Plan and welcomes the industry drive. The circular economy is one of the main pillars and USPs of the Tay Cities region's clean growth ambitions with a buoyant business network, generating new ideas and bringing forward new projects. CGI has been involved in a number of the initial conversations and is aiming to spotlight this sector later in the year with an event.

The Clean Growth Initiative has provided input into the re-fresh and update of the Regional Economic Strategy. Clean Growth for Smarter and Sustainable Places has been identified as a priority theme in the recently approved 'Tay Cities Region: Prospectus for regional growth'. The CGI will liaise with representatives from the Heads of Economic Development Group and the Management Group to understand how best to support the delivery ambitions of the themes during the remainder of the Region Deal's timeline, specifically where clean growth pillars are identified (circular economy, green agri-tech, sustainable mobility, clean energy, data/digital).

Regional Digital Economy

This year, the Digital Thematic Board has been overseeing the implementation of the Tay Cities Digital Ecosystem group's roadmap, which aims to establish Scotland's most collaborative, digitalled region. This initiative seeks to unlock company growth and investment through a connected and inclusive ecosystem that fosters local digital innovation and talent.

Investment continues to flow into the region's digital infrastructure, with BT Openreach, Virgin Media, and CityFibre leading the majority of fixed-line investments. The Project Gigabit initiative, the UK Government's flagship connectivity program, has awarded the £105m Scotland North-East contract (Angus, Dundee and some of Perth and Kinross) to GoFibre, which is currently surveying and significantly investing in the region through fibre installation.

The Shared Rural Network and mobile network operators are being engaged to maximise investment in wireless and telephony services, improving coverage and capacity including urban small cell deployments in Perth. 5G services are now available in most urban areas, with 5G Standalone services set to begin offering additional business functionalities in 2026/27.

As part of the City Region Deal Skills & Employability Programme, the Tay Cities Digital Skills Mapping study was completed alongside the Ecosystem collaboration. This study defined digital skills, benchmarked them against those in other regions and occupations, and proposed potential interventions to address demand and promote growth. The digital skills element of the program in Phase 2 aims to tackle key challenges and seize opportunities within the digital and tech sector.

The Board will liaise with representatives from the Heads of Economic Development Group and the Management Group to understand how best to support the delivery ambitions of the roadmap themes during the remainder of the Region Deal's timeline.



Regional Transport Strategy

The Tayside and Central Scotland Regional Transport Strategy (RTS) is a statutory plan identifying strategic transport priorities for the Angus, Dundee City, Perth & Kinross and Stirling Council. The third iteration of the strategy covering the period 2024-2034 was adopted in June 2024.

The strategy sets out strategic objectives, reflecting regional and national environmental, social and economic priorities; outcomes which identify where regional activity needs to be focused to best support these strategic outcomes; actions which can help deliver these outcomes; and a monitoring framework.

The actions include interventions aimed at:

- Improving access to jobs and training, particularly to reduce inequalities
- Addressing pinch points which affect the reliability of the regional transport network and the Region's connectivity to the rest of Scotland

The strategy recognises that:

- Step changes in activity will be required by all agencies if national aspirations, especially those in relation to climate change and reducing inequalities, are to be achieved
- Given the scale of the challenges and the resources available, activity should be focused on those locations and populations where action will have the biggest impact
- Where we seek to encourage a modal shift from the car or improve access to employment or training, then activity between partners would benefit from co-ordination to provide an integrated solution for the user

During 2024/25:

- Work has been undertaken with partners to develop a Delivery Plan
- In order to improve alignment and coordination, senior officers from the respective Council areas have considered the risks to achieving the outcomes identified in the RTS, and made recommendations to reduce these risks within a RTS Delivery Improvement Programme
- Opportunities to improve efficiency and effectiveness through co-ordination of programmes and resources have begun to be investigated. The Tactran Board have endorsed the establishment of a RTS Delivery Board consisting of a wide range of relevant partners to help co-ordinate the delivery of the Strategy.

The Annual Progress Report 2024/25, presented to the Partnership Board in September 2025, continues to highlight the gap between delivery and the likely achievement of the adopted targets/ outcomes, and hence continues to emphasise the scale of the challenge and the scale of change required.

Regional Skills Investment Plan

The Tay Cities Regional Skills Action Plan (TCRSAP) 2025–2028 is a significant step forward for our region. It represents a shared commitment to ensuring that people and businesses across Tay Cities have the skills and opportunities they need to succeed, both now and in the years ahead. The TCRSAP is a framework for collaboration around skills development in the region, informed by a review of evidence as well as employer and stakeholder consultation.



This plan is due to be launched towards the end of October 2025 but is not being launched in a vacuum. Tay Cities already benefits from a strong foundation of further and higher education, a diverse network of training providers, and a strong tradition of partnership and collaboration. Our local authorities, NHS boards, colleges, universities, and third sector organisations have long worked together to support skills and employability. We also have strong links with employers and industry bodies, including through Developing the Young Workforce, Chambers of Commerce, and sector partnerships. These connections ensure that our approach is rooted in the real needs of our communities and businesses.

The plan was designed to provide an agreed, collaborative and focussed response to the skills needs identified through the evidence base review and consultation with employers and stakeholders. There was acknowledgement of the wealth of activity already underway in support of skills development in the region and the need to add value to individual efforts by providing a focus for collaborative action; a framework for partners to come together around a region-wide effort to align skills provision with the needs of businesses and the wider economy. The plan is formed around three central missions:

- Mission 1 – Building skills for future growth
- Mission 2 – Supporting job entry and progression
- Mission 3 – Securing the future workforce

Under each mission, the plan has a series of objectives and actions to achieve these objectives. More detail on timelines and lead/supporting partners are included in the detailed plan.

Regional Tourism Strategy

The Tay Cities Region Tourism Strategy was officially launched in September 2019. Intended to create a strategic link between national and local tourism strategies, the document identified the region's key strengths (the regional connectors) and the strategic themes which can most effectively be addressed at a regional level. The strategy highlights three regional connector themes - outdoor adventures, culture & creative and food & drink. A mid-term summary of activities delivered to date was produced in May 2022.

Regional working continues to focus on two areas:

1. **Collaboration:** the Regional Tourism Leadership Group, which comprises the Chairs of the four industry-led tourism forums, the local authority tourism leads and VisitScotland, continues to meet three times a year. The aim of this group is to strengthen collaboration and knowledge-sharing across the region and identify areas of commonality. Issues discussed have included cultural destinations, data and insights, and visitor management. The meetings have returned to being held in person which also enable the group to experience key attractions, including Tay Cities Region Deal supported investments, such as Discovery Point, Dundee and Perth Museum, Perth & Kinross, as well as Arbikie Distillery, Angus and The Old Course, St Andrews. The tourism officers group continues to meet on a regular basis to oversee activity and share ideas and opportunities.
2. **Internationalisation:** work continues on the successful 'Scotland's Tay Country' programme, which focuses on raising awareness of the region with travel trade intermediaries (travel agents, tour operators and destination management companies) and supports businesses to develop experiences that match market appeal. Initially delivered by regional partners, a contractor was



appointed to deliver the programme, funded by the UK Shared Prosperity Fund. The travel trade buying cycle is lengthy with the tour operators and travel agents often working 18-24 months ahead of the tour dates. The programme has worked extensively with businesses across the region to build capacity and encourage visitation into the region.

Activity delivered to date includes:

- Scotland's Tay Country website as online resource for local businesses and overseas buyers
- Regional sales representation at travel trade events and delivery of familiarisation visits for tour operators.
- Individual product presentations to tour operators, destination management companies and others.
- Online product directory with 221 businesses represented.
- Business toolkit to support businesses looking to engage with travel trade.
- Promotional content to promote the region and inspire tour operators to bring visitors to the region: destination videos, video itineraries and inspirational itineraries.
- Trade-Ready Training which includes webinars and individual training sessions for businesses
- To date, the number of organisations receiving non-financial support through the Scotland's Tay Country travel trade programme is 563.

Regional Economic Partnership Network

The Heads of Economic Development Group have actively participated in the Regional Economic Partnership Network Meetings chaired by the Scottish Government, ensuring representation and influence in shaping regional policy and funding streams.



Reflections and the Year Ahead

Reflections

The Tay Cities Partnership continues to work collaboratively to ensure that Projects are delivering to benefit local and regional economy. In addition to the delivery of Projects and PR & Comms activity, the Partnership has also seen the following milestones met over the last year:

- Publication of the updated Tay Cities Benefits Realisation Plan in March 2025;
- Publication of the Tay Cities Annual Performance Report October 2023 - September 2024 in March 2025;
- PR and Comms Protocol annual refresh in Spring 2025.

Upcoming Milestones

Over the coming year, the Tay Cities Region Deal is committed to a number of activities relating to the Deal and regional collaboration work. The milestones and key dates are set out in Table 6.

Table 6: Milestones

Milestones	Target Date
New Heads of Economic Development Group, Management Group and Joint Committee Chair/Vice Chair appointed	December 2025
Submission of draft Annual Performance Report and updated Benefits Realisation Plan to Governments	December 2025
Publication of the Tay Cities Benefits Realisation Plan	March 2026
Publication of the Tay Cities Annual Performance Report	March 2026
Annual Conversation	March 2026
Review of the Deliverability of the Programme	Autumn 2026

Strengths

Resilience and Strategic Delivery

The Tay Cities Partnership has continued to demonstrate resilience and strategic focus. Through the commitment and collaborative efforts of all Partners, and with support from both the Scottish and UK Governments, the Partnership remains a dynamic and results-driven force in delivering the ambitions of the Tay Cities Deal. Continuous improvements and efficiencies are being achieved by embedding best practice across all aspects of delivery.

Projects Completed to Date

The Partnership has successfully completed several transformative projects that are already delivering significant benefits to communities and businesses across the Tay Cities Region. These include:



- Rural Angus and Rural Perth & Kinross High-Speed Broadband – Enhancing digital connectivity and enabling economic growth in rural areas.
- Perth Museum – A world-class cultural destination attracting visitors and supporting the local economy.
- Pitlochry Festival Theatre – Strengthening the region’s cultural offering and tourism sector.
- Advanced Plant Growth Centre – Driving innovation in sustainable agriculture and food security.
- International Barley Hub – Supporting cutting-edge research and global leadership in crop science.
- Growing the Tay Cities Biomedical Cluster – Expanding life sciences capabilities and creating high-value jobs.

Exceeding Commitments

Beyond these milestones, an increasing number of projects are surpassing their original benefits commitments. This demonstrates the strength of the Partnership’s approach and the value of collaborative investment in regional priorities.

Inclusive Growth and Sustainability

The Tay Cities Deal continues to make strong progress towards Inclusive Growth targets, with many key indicators already achieved. Projects are creating opportunities for communities across the region, ensuring that economic benefits are widely shared. In addition, Deal projects are contributing to regional carbon reduction, reinforcing the Partnership’s commitment to sustainability and climate action. This aligns with national and global priorities for a low-carbon future.

Challenges

The Partnership have had a successful Year 6, building on the positive outcomes achieved in previous years. There are, however, some challenges currently facing the Partnership at both a regional and local level, which are being actively managed and considered by the Deal Partners. These include:

Business Cases not Securing Joint Committee Approval the Year Ahead of Agreed Profile

There is a challenge for the Partnership in securing timely Business Case approval. The Partnership will continue to support Fund, Programmes and Projects to secure Business Case approval in advance of the first year of claiming Deal funding. This includes the previous mentioned workshops which have been attended by the Partnership, to allow the effective delivery of the Deal and to understand the business case timetable milestones for all Programmes and Projects still to be developed.

Resource, Capacity and Experience Pressures

Across the Partnership, including Project Owners and the PMO, resources, capacity and experience pressures have been highlighted. This includes challenges relating to resources to lead and develop business cases, as well as experience with Green Book business case writing for example. The Partnership will continue to ask Project Owners and Partners alike to formally identify similar challenges to understand and manage the implications for the effective delivery of the Deal Programme.



The Impact of Inflation and Cost Increases

Inflation over the last few years has affected the cost and timescales of delivery for many Projects and Partners. This is being managed by the Partnership through:

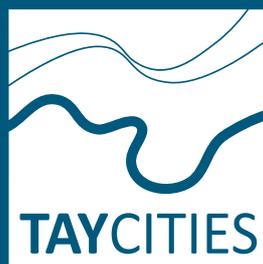
- Project Owners reviewing and managing their projects, including identifying mitigation approaches such as Value Engineering and securing additional funding;
- The development and implementation of an Early Warning Notification approach, which ensures that Projects can share inflationary concerns and potential impacts to their Projects as soon as known with the Partnership, for them to consider; and,
- Quarterly Assurances provided to the Partnership regarding the delivery of the funding and the commitments by the Project Owner and their Finance Director.

Reshaping the Tay Cities Region Deal

To enable the Partnership to be in the best position, both for future economic investment funding opportunities and to continue to effectively deliver the remainder of the Deal, it is currently undertaking a reshaping exercise. This approach was presented and agreed to Joint Committee in March 2025. Assurance is being sought on all Fund, Programmes and Projects within the Deal Programme that they can still deliver to the Deal Commitments that they entered into.

As you would expect for any Deal over a 10 year period, there are likely to be some Projects which are no longer able to deliver within the funding requirements. It is anticipated that this work may include the identification of new projects within the Deal. The Partners will engage with both Governments throughout the development of this work. The Partners aim to have a revised Deal Programme in place—designed for effective delivery of the remaining Deal commitments —and formally agreed with both Governments by Autumn 2026.





Smarter + Fairer

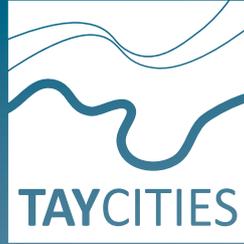
Further Information

Tay Cities Region Deal website www.taycities.co.uk

Tay Cities Publications, including the Deal Document and regional strategies/plans www.taycities.co.uk/publications

Tay Cities Joint Committee Papers www.taycities.co.uk/joint-committee

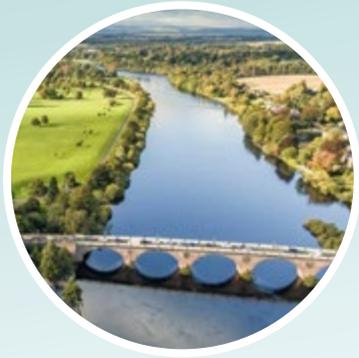
For enquiries please contact pmotcrdenquiries@taycities.co.uk



Smarter + Fairer

Tay Cities Region Deal
**BENEFITS
REALISATION
PLAN**

REPORT 5 | September 2025



Funded by
UK Government



Scottish Government
Riaghaltas na h-Alba

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Introduction

Purpose

The purpose of this Benefits Realisation Plan (BRP) is to demonstrate, to our local, regional and national stakeholders, how the Partnership (we) will capture the outputs, outcomes, and impacts resulting from Tay Cities Region Deal investments. It is the Partnership's approach to monitoring and evaluation.

In this document, "Project" relates to the Programmes, Fund and Projects within the Deal.

The Benefits Realisation Plan will:

- Identify, collate and explain the collective benefits of the Deal as a whole;
- Outline the processes followed by the Tay Cities Region Partnership to maintain a regular record of project delivery;
- Provide a framework for constructive evaluations of Projects; and,
- Act as a guide for the Project Owners for monitoring and evaluation.

This Plan, therefore, sets out our approach to:

- Project monitoring and reporting, including definitions guidance; and
- Both the Deal Programme and project evaluation.

Updates to the Benefits Realisation Plan will be reviewed annually as part of the Annual Performance Report.

Strategic Context and Objectives

Deal Overview

The Scottish Government and UK Government will each invest up to £150 million in the Tay Cities Region Deal (the Deal). This investment has the potential to secure over 6,000 jobs and lever in £400 million of investment over 15 years. It will enable the region to:

Table 1 sets out the investment from both the UK and Scottish Governments, split by the themes in the Deal.



INCLUSIVETAY

Empower & promote inclusion

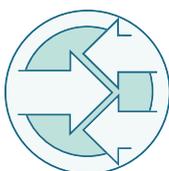
by ensuring that local people have the skills they need to succeed in the modern workplace and that growth is inclusive;



INNOVATIVETAY

Innovate & internationalise

by developing globally recognised clusters of academic and business excellence; and,



CONNECTEDTAY

Connect

by improving physical and digital infrastructure.

Table 1: Total Anticipated Deal Contributions

Tay Cities Theme	Governments (£m)	Jobs	Leverage (£m)
Skills	30.1	257	0.5
Innovative and International	188.2	5,595	332
Culture and Tourism	49.7	661	54
Digital	4	0	6
Transport	28	627	7.5
Total	300	7,140	400

The jobs commitments reflect those at Deal Signing or if a full business case has secured approved, whichever is most recent. If a Project has an approved commitment as part of a change request, the new agreed commitment is reflected.

There are some Projects that will need to refine their Deal Signing commitments for jobs as they develop their business case. At the moment, there is a forecast additional jobs above the 6,000 job commitment. This will be informed by the benefits reporting and updated in the Benefits Realisation Plan annually.

Inclusive Growth Challenges

In broad terms four interlinked challenges were identified, as detailed in the [Deal Document](#):

- Weak Productivity and Slower Growth
- Skills, Health Outcomes and Earnings
- Low Income
- Need for Sustainable Places

A separate document has been designed to detail each of the Deal Projects' Inclusive Growth Statements as a supplement to the Benefits Realisation Plan. It is available on request and will be updated in line with the annual Benefits Realisation Plan review.

Benefits Realisation Plan Audiences

The list below outlines the audiences who may wish to use or have an interest in the outputs of the monitoring and evaluation approaches proposed within this Plan. For both the Governments and the Tay Cities Region Deal Partnership, monitoring and evaluating the Deal outcomes and impacts will allow learning to inform future policy, strategies and plans.

- **UK and Scottish Governments as well as the Scottish City Region and Growth Deals Delivery Board** - to enable them to monitor and review progress of the delivery of the Tay Cities Region Deal outcomes and impacts;
- **Accountable Body/Auditors** - to consider achievements as well as any interventions that have been less successful, and understand what evidence is available and how it is collected;
- **Tay Cities Region Deal Partnership**
- **Tay Cities Region Joint Committee** - in their role as the primary decision-making body for the Deal overseeing investment and approving all relevant business cases;
- **Tay Cities Management Group** - as this Group is tasked to: support the Joint Committee in the delivery of the Deal, ensuring that it is aligned towards achieving its inclusive growth ambitions; monitor delivery of milestones (including benefits realisation); and, identify priorities and develop solutions to maximise private sector investment in the Tay Cities region;
- **Finance Directors Group** - that supports both the Management Group and Joint Committee in overseeing the Deal's finances; ensures that the Deal funds are being spent as set out in the Financial Plan (and therefore the consequent outputs anticipated under this Plan are likely to be delivered); and considers and escalates any risks to the Management Group;
- **Heads of Economic Development** - across the four Councils that, amongst other roles, are tasked to provide support and challenge to projects within the Deal provide advice as required.

They also lead for the partnership on the delivery of Inclusive Growth and the Regional Economic Strategy Action Plan;

- **Tay Cities Region Enterprise Forum** - from a business and third sector perspective this forum will provide knowledge and expertise to the Joint Committee and Management Group to assist them in implementing the Deal and achieve the benefits committed to. The Enterprise Forum will be able to use Benefits Realisation reporting to reflect on findings and consider opportunities for future funding as part of the Deal and other areas of work;
- **Tay Cities Region Higher Education/Further Education Forum (HE/FE Forum)** - which, from an education sector perspective, will adopt the same roles as the Enterprise Forum above; and,
- **The Five Thematic Boards** - given their role to develop and maintain oversight of projects across the five Deal themes and, in particular, reviewing and assessing business cases (and any requests for change to approved projects) and leading and maximising collaboration (and benefits realisation) across other Deal themes and other regional stakeholders.

Programme Theory of Change

All of the Projects, as a result of the work initiated by this Plan:

- Are in the process of developing or have developed their individual Logic Chain Models as part of their business case; and,
- Given the above, will provide the PMO, using the reporting template at Appendix C, with information in relation to the outputs, outcomes and impact measures they will use and timetables over which they will report these measures.

Prior to the completion of this work - and for the purposes of this Plan – a high-level Logic Model has been developed, as outlined at Table 2. It will be updated as individual Logic Chain Models come forward.

As illustrated, Table 2 provides a broad overview of:

- The **inputs and activities** identified within the Deal;
- Main **beneficiary groups/conditions** (in terms for example of the Region's residents and environment) that will be impacted by these activities;
- Short term **direct outputs** that will result within these groups/conditions on completion and operation of Programme facilities and interventions;
- A range of **intermediate** medium-term impact indicators of relevance to each project that they will seek to capture, against agreed baselines and outcomes; and,
- A **minimum number** of long-term impacts that focus, at an overall level, upon the sustainable benefits of the Deal in terms of:
 - Economic growth, including sustainable employment growth and increases in investment and associated returns;
 - How the above is aligned to and supports the delivery of the Deal's inclusive growth objectives; and,
 - The associated developments that might be linked to the Tay Cities Region Deal, over and above those initially identified under the capital and revenue expenditure across the Deal.

Table 2: Deal Programme Logic Model by Tay Cities Region Deal Theme

SKILLS THEME	
Input (£m)	30.6
Activities	Projects targeting skills development for other Tay Cities Region Deal projects and reskilling in both the region and Scotland's aviation & engineering sectors
Main Beneficiary Groups	<ul style="list-style-type: none"> - Tay Cities region residents - age, gender - Protected characteristics/communities - disadvantaged, SMID, rural Businesses - SMEs, sectors, Investors
Short Term Outputs	<ul style="list-style-type: none"> - Increase total number of beneficiaries - Increase sustainable¹ new job opportunities - Increase number of businesses directly supported by projects within this theme - Increase number of beneficiaries supported into sustainable employment - Increase number of businesses receiving support to 1) improve their understanding of the recruitment needs and challenges they face, and 2) increase their ability to access suitably skilled staff (as measured in the Employer Skills Survey) - Uplift in skills and employability – additional accredited training and skills improvements - Development of a pan-regional skills development and employability approach, built on enhanced cooperation, collaboration, and partnership working - 600m² Centre of Excellence for Tay Cities Engineering Partnership resulting in a space for companies to access, projects to evolve and £500k private sector investment in equipment - Increased productivity and economic output
Medium Term Impacts	<ul style="list-style-type: none"> - Increased number of participants are in sustained employment - Enhanced partnership working within and across all local Authority areas - Service quality is standardised across Local Authority areas - Benefits for individuals- skills and personal development, health, and wellbeing - Upskilling and targeted support for low paid individuals and those further from labour market - Improved alignment with specialist support - Housing & Health and Criminal Justice - Improved Business Base benefitting from a diverse and skilled workforce - Increased employer engagement to facilitate employment of participant groups and deliver Fair Work - Increased regional productivity - Industry led upskilling programmes addressing the needs of the existing and emerging sectors
Longer Term Impacts	<ul style="list-style-type: none"> - Making a positive contribution to: Levels of quantifications and skills across the City Region, providing a skilled workforce, equipped for the requirements of the labour market - Improving the employability landscape - Integration and alignment of employability services within Tayside with effective support and service provision in urban and rural areas - Increasing the employment rate - Decreasing unemployment/economic inactivity rate - Reducing the number of workless households Improving equality and diversity across the region - Uptake of the Fair Work - Reducing levels of child poverty and deprivation - Increased uptake of companies using digital technologies and advanced manufacturing techniques for design, prototyping and POC - Increased productivity in the engineering and manufacturing sector - Providing a skilled workforce equipped for the needs of the EAM sector - Future proofing the regional life sciences sector - Changing culture – supporting diversity in the sciences

¹ Sustainable and sustained jobs defined as 'greater than 13 weeks' for Skills projects

INNOVATIVE, INTERNATIONAL THEME	
Input (£m)	520.2
Activities	Development of a range of bio-medical, food, environmental, cybersecurity, and legal sector focused facilities
Main Beneficiary Groups	<ul style="list-style-type: none"> - Construction and supply chain - Relevant sectors - Tay region residents - Students
Short Term Outputs	<ul style="list-style-type: none"> - Construction and Supply Chain jobs - Community Benefits as a result of procurement practices - Site Occupancy & Service take up - Student/ Start-ups take up - Indirect impact resulting in reduced carbon emissions
Medium Term Impacts	<ul style="list-style-type: none"> - New jobs created - Student wage uplifts - Research & Adoption uplifts and other - Investment secured - New theme supported SMEs/Start-Ups - Student wage uplifts - Knock on or wider falls in carbon emissions²
Longer Term Impacts	<ul style="list-style-type: none"> - Sustained employment/wage rate uplifts. - Returns on Investment - Inward Investment - Increased knock on or wider falls in carbon

² e.g. lower carbon emissions from food production due to adoption of research & development outcomes arising from the Innovation theme.

CULTURE & TOURISM THEME	
Input (£m)	103.7
Activities	Development of seven tourism & culture projects to enhance the offer and reputation of the Region as a visitor destination
Main Beneficiary Groups	<ul style="list-style-type: none"> - Construction and supply chain - Tourism and Culture sectors
Short Term Outputs	<ul style="list-style-type: none"> - Construction employment & apprenticeship opportunities and wider community benefits - Community Benefits as a result of procurement practices - Uplift in day visitors, including domestic visitors, visitors from out-with the region (UK) and foreign visitors - (Relevant) Site Occupancy - Minimised whole life and embodied carbon - Enhance partnerships with local education providers and community groups working with TCRD partners and more widely
Medium Term Impacts	<ul style="list-style-type: none"> - Quality jobs created and safeguarded - Investment secured - Regional Economic Multiplier effects of wider visitor spend - Additional high quality / high value tourism to the TCRD Region - A positive contribution to inclusive growth by influencing and supporting the culture and tourism sector
Longer Term Impacts	<ul style="list-style-type: none"> - Sustained theme related employment - Enhancing the offer of the region as a tourist destination - Returns on investment

DIGITAL THEME	
Input (£m)	10
Activities	Development of High Speed Broadband & 5G Testbeds to enhance access in rural areas with little or no current connectivity
Main Beneficiary Groups	<ul style="list-style-type: none"> - Construction and supply chain - Users, including public sector, industry, academia, third sector and citizens
Short Term Outputs	<ul style="list-style-type: none"> - Construction and supply chain jobs - Community Benefits as a result of procurement practices - Infrastructure in place - Minimised whole life carbon costs - Reduced costs and barriers to 5G deployment - Increase in 5G Research & Development (R&D) investment - Increased commercial certainty about 5G - Increased participation and collaboration within the 5G ecosystem - Enhanced perceptions of 5G regionally and nationally
Medium Term Impacts	<ul style="list-style-type: none"> - New jobs created - Investment secured - Improved Connectivity - Wider user benefits³ - Commercial scale up of 5G technologies and uses - Knowledge spill over – research outputs, patents developed - 5G professional skills and expertise develops - Enhanced sustainability of 5G projects/ecosystem - Tay Cities region becoming a leading 5G and technology region
Longer Term Impacts	<ul style="list-style-type: none"> - Sustained theme related employment - Associated (user) productivity uplifts - Accelerate and/or enhance deployment of 5G - Attract inward investment in telecoms and digital - Earlier realisation of benefits from 5G

³ By redressing the imbalances caused in rural areas by reduced or non-connectivity. For example, the inability to access online services causing high levels of loneliness and isolation; community safety; Emergency Services having poor access to mobile networks; and tourism destinations and events not being able to offer connectivity that visitors expect.

TRANSPORT THEME	
Input (£m)	35.5
Activities	Perth Bus & Rail Interchange, Low Carbon and Active Travel hubs and Dundee Airport improvements
Main Beneficiary Groups	<ul style="list-style-type: none"> - Construction and supply chain - Users
Short Term Outputs	<ul style="list-style-type: none"> - Construction and supply chain jobs - Community Benefits as a result of procurement practices - Infrastructure in place - Minimised project related whole life carbon costs - User modal shifts - Increased airline passengers
Medium Term Impacts	<ul style="list-style-type: none"> - Transport benefit improvements (e.g. safety, journey times, modal split, air quality, reduced emissions) - (Air use related) Business time savings - (Air use) Net tourism impacts
Longer Term Impacts	<ul style="list-style-type: none"> - Sustained transport benefit improvements - Business/tourism employment due to improved accessibility and builds on the attractiveness of the region as a destination for tourism and business - Inward Investment

Reporting Roles and Responsibilities

Roles

In reporting outputs and impacts, the Partnership is committed to:

- Adhering to the overarching principles of Government best practice in project and programme delivery;
- Selecting appropriate monitoring and evaluation approaches to best measure progress in meeting the inclusive growth objectives and impacts associated with the Deal;
- Regularly updating this Plan and associated reporting protocols; and,
- Adopting other new measures that will help assess and support the better management of Deal activities and impacts.

Consequently, the Partnership have - over the 15-year lifetime of the Tay Cities Region Deal – committed to:

- Delivery objectives and associated performance indicators will consistently be aligned to the stated output and impact objectives, as set out in the Deal Document and agreed at Deal Signing;
- Monitoring and evaluation will be used to confirm that: the benefits associated with these outputs can be realised; risks of non-delivery can, where appropriate, be managed; and, unjustified work can be terminated;
- Governance, management frameworks and monitoring and evaluation approaches are proportionate and appropriate to the work and levels of prevailing risk associated with each related Project delivery;
- Sharing, monitoring and evaluation approaches, resources and good practice across the Partnership and with the Government will help to minimise the costs associated with monitoring and evaluation, while also aiming to maximise future benefits particularly across Programme interdependencies. This will include:
 - Adopting common data sets, definitions and reporting cycles to allow comparisons to be drawn between Projects and, where appropriate, Deal Programme level; and,
 - Using existing data sources and streamlining any new data collection as much as possible.
- The suitability of selected indicators, outputs and outcomes will be subject to ongoing review in the light of alternative data sources/approaches to measurement becoming available.

Reporting

There is a current established quarterly reporting regime in place for the Partnership. All of the Programmes, Fund and Projects have been asked to show the delivery of their outputs, outcomes and impacts on an annual basis, in line with the Annual Performance Report. This is to enable the Partnership to align the reporting with the Annual Performance Report that has been set by Governments. This is the Project/Programme/Fund assurance to the Partnership and Governments; it is signed by the lead and Finance Director and covers the financial and benefits commitments.

This has been integrated as part of the wider reporting requirements for Programmes, Fund and Project Owners, as set out in their legal agreement. Benefits reporting is collected in Q2.

Quarterly performance meetings, between the PMO and Government representatives, cover project progress by exception, financial monitoring, and performance, including monitoring and evaluation.

This will allow updates on progress towards outputs and benefits to be highlighted in the Annual Performance Report and Implementation Plan to assess on an ongoing basis how much impact the Deal is having on agreed commitments.

Monitoring Approach

Purpose of Monitoring

The monitoring and reporting of benefits associated with the Deal's Programmes, Fund and Projects is required to ensure effective management of the Tay Cities Region Deal. This will enable progress on the delivery of outputs and targets to be reported to all partners and the Governments.

Baseline Information and Gaps

To support reporting, Programmes, Fund and Projects will provide baseline data. This will be used to demonstrate uplift and change. Any gaps in baseline data, outputs and targets, will need to be highlighted and addressed through future Benefits Realisation reporting, including where a project has indicated data is still to be confirmed.

It is also expected that progress towards establishing a target where there is a current gap should be demonstrated. This includes agreeing any revised baseline position, using the change control process, to take account of the impacts of COVID, Brexit or other unforeseen external factors post Business Case approval.

Outputs, Outcomes and Impacts

The funding committed to the Deal by the UK & Scottish Governments will lead to the overall Deal outcomes of over 6,000 jobs and securing £400m of leverage. The Tay Cities Region Deal approach to Benefits Realisation will ensure that the direct links between the Project outputs and the Deal outcomes can be captured.

Projects will be required to report against agreed outputs, outcomes and impacts that were committed to at Deal Signing and in approved business cases. Project owners, and the relevant Director of Finance for the project, will also confirm annually that the outputs, outcomes and impacts reported align with agreed commitments (including any approved changes relative to the original business case) within the most recent Benefits Realisation report.

As part of the initial reporting process, Projects will be asked to profile their outputs, outcomes and impacts so that the timescales for benefits realisation can be understood.

To ensure consistent reporting across the Deal a:

- **Guidance document** (Appendix A) was developed and agreed to inform the Partnership's commitment at Deal Signing; and a,
- **Reporting template**, for use by all Projects, has also been developed (Appendix C) in order to ensure agreed outputs, outcomes and impacts can be consistently reported and progress compared across projects, themes and the overall Deal.

Figure 1 provides a high-level summary of the outputs indicators that are likely to be adopted against the five Deal themes.

The Partnership are committed to updating this summary to map the outputs against the five Deal themes in line with the with Benefits Realisation reporting.

Figure 1: Tay Cities Region Deal Outputs, Outcomes and Impacts

Indicator	Skills	Innovative & International	Culture & Tourism	Digital	Transport
New jobs	✓	✓	✓	✓	✓
Construction jobs	✓	✓	✓	✓	✓
Jobs protected	✓	✓	✓	✓	✓
Training places	✓	✓	✓	✓	✓
Journey time savings					✓
Development space unlocked	✓	✓	✓	✓	
Visitors			✓		
Start-Ups	✓	✓			
SME's supported	✓	✓	✓	✓	✓
Leverage - Private sector investment	✓	✓	✓	✓	✓
Leverage - Other	✓	✓	✓	✓	✓

Definitions

A set of 11 definitions for outputs were developed and agreed ahead of Deal Signing. These are set out in Appendix A. They inform the commitment that the Partnership entered into Deal including the 6,000 jobs and £400m leverage. They are the commitments against which all Business Cases are reviewed.

At Deal Signing a number of the Projects had TBC's against their commitments. This reflected, in some cases, that they were in the early stages of development. As each Project submit their business cases for approval by the Joint Committee they will be required to set out what their outputs are.

It is recognised that there are a number of outputs that projects have identified in addition to the agreed 11. These will also be captured and reported on.

Carbon Management

On 18th August 2021, the Scottish Government issued guidance relating to carbon assessment and management on behalf of both Governments. This was developed to meet Scotland's net zero whole life carbon emissions trajectory by 2045. Within the guidance, a set of carbon definitions were defined to support reporting. These are set out in Appendix B. Training and support continues to be provided by the Scottish Government to facilitate an understanding of the whole life carbon cost implications of all projects across the Deal. This will support Programmes, Fund and Projects to implement the guidance.

The carbon emissions impact of a Deal is considered by the Scottish Government to be a key output, therefore it is expected to be included in a Benefits Realisation Plan (BRP). Due to the varied nature of Deal projects, 'Carbon Emissions Impact Key Performance Indicators (KPIs)' should be chosen to suit the Deal and its projects' characteristics.

Projects should be able to demonstrate their understanding of the carbon emissions impact of their project by utilising the Scottish City & Regional Growth Deals Guidance Categorisation Form. Where appropriate, advice and support will be provided as required on request of the Scottish Government, via the PMO. This will be in the form of training and support sessions, for example.

Risks

As part of workshops held with all year 1, 2 and 3 programmes/projects for the Tay Cities Region Deal in January 2022, a number of risks were highlighted including inflationary impacts, changes to baseline data as a result of Brexit and Covid implications, and resource/capacity issues related to long-term monitoring and evaluation.

These risks are still relevant, and the pressures relating to inflation have and continue to remain a standing item across all parts of the TCRD governance. This, coupled with the deliverability of the Deal Programme from years 6-10, is a risk to benefits being realised by 2035. This is being actively discussed with the Partnership and Governance and will be monitored through reporting.

Any update to the risks continue to be provided as part of future Benefits Realisation Plan updates and the Deal's Risk Register at a Deal Programme level.

Evaluation

Annual Performance Report

An Annual Performance Report is produced in Q3 annually, which outlines the activities of the Deal in the previous year, from 1st October to 30th September, and the proposed priorities for the upcoming year. This will also include a financial statement, updates for the Deal Projects that have been approved, and benefits updates.

The Annual Performance Report is available at the end of each financial year on the [Tay Cities website](#). The previous Reports are available via the following links:

- [Annual Performance Report December 2020 – September 2021](#)
- [Annual Performance Report October 2021 – September 2022](#)
- [Annual Performance Report October 2022 – September 2023](#)
- [Annual Performance Report October 2023 - September 2024](#)

Project Evaluation

Understanding the impact of the Deal beyond the delivery of the direct outputs and outcomes, is an important part of achieving the aspirations of the Deal. Projects, Programmes, the Fund and the overall Deal will all be part of the approach to evaluation.

All Projects, in line with the HM Treasury Green Book, are required to set out evaluation arrangements as part of the Management Case in their business case. Any Project may be asked to provide a report, evaluating the performance against agreed baseline information and subsequent outputs and outcomes. Project Owners will also be required to evaluate how the Project has delivered against the overall Deal commitments.

The PMO have developed a schedule of potential evaluation reports utilising the evaluation arrangements set out in an approved business case, in parallel to the publication of this Benefits Realisation Plan update. The list will determine a list of Project(s) that may be asked to produce an evaluation report, and inform a recommendation to the Thematic Board and Management Group to agree. This will be agreed on an annual basis.

This began in Year 6 (2025/26) and then every year thereafter, if there are feasible Projects, to ensure that there is representation of at least 1 Project in each thematic area. Given the number of Projects within the Tay Cities Region Deal, evaluations will be sought from a selection of Projects only.

Evaluation reports will also be required and provided by select Projects at the end of the Deal term, following completion of all monitoring. This is by the end of 2034/35.

All parts of the Deal Partnership and the Governments will be provided with resultant evaluation reports. As highlighted above, the Annual Performance Report will be an opportunity to demonstrate wider impacts of the Projects and on the Deal Programme on an annual basis.

Selection Process – Role of the Thematic Board and Partnership

As part of the selection process, each TCRD Thematic Board will be asked to consider the evaluation arrangements that are already agreed as part of the business case review process.

The Thematic Boards are recommended to consider and review Projects based on their stage of implementation, if they are an innovative Project, and consider the value of each Project.

The role of the Thematic Board in evaluation builds on the existing purpose of each Board, per the Terms of References, to support regular progress reporting on all Projects to funders and key stakeholders; this includes the Partnership and Governments. The scope of the evaluation will be agreed by each Thematic Board at this stage.

Projects that are selected will be recommended by the Board to the Management Group for consideration and agreement, prior to any Project being asked to complete an evaluation report. This will include the proposed scope of evaluation, method, and timescales for the evaluation to be completed.

To support the Thematic Board members, guidance has been developed by the PMO with engagement with each of the Thematic Boards.

Role of the Project Owner

Those selected will be asked to complete an evaluation report to assess their performance, in line with the [HM Treasury Magenta Book](#).

As a minimum, Projects must provide a case study(s) and utilise the benefits realisation reporting of outputs to produce the evaluation report. The report should not only be specific evaluation for each Project's investment, but should also show how it has delivered against the Deal.

Guidance has been developed to support Project Owners, as shown in Appendix C.

Programme/Fund Evaluation

The Programmes within the Deal e.g. Regional Culture & Tourism Investment Programme, Advanced Manufacturing Programme and Regional Skills & Employability Development Programme, will also be required to produce an evaluation report; once as an interim review and again at the end of the Deal term, following completion of all monitoring.

This will be done through a coordination of projects within each Programme in delivery. The Project evaluations will inform the Programme evaluation. The schedule will be informed by Thematic Board recommendations.

This will include an overview of Deal commitments achieved and case studies, in line with the Magenta Book.

Deal Programme Evaluation

In addition, there is a requirement for the Partnership to undertake a Deal Programme evaluation.

Through review of other Deals best practice and in discussions with both Governments and the Partnership, it is recommended that an interim peer review began in 2025/26, using the expertise of the monitoring and evaluation resources for the Edinburgh and South East City Region Deal.

A Deal Programme Review will be repeated at the end of the Deal Term in 2034/35, once all monitoring of the Deal's commitments has ended.

These reviews will enable progress towards prescribed milestones as set out in the Deal Implementation Plan to be reviewed and evaluated, and will be in line with the Deal Document. An interim evaluation will also be an opportunity to identify priorities for the next phase of delivery.

For the Deal Programme evaluation, the terms of the evaluation were agreed by the Partnership, including Joint Committee, and the Governments before being carried out. Once the Interim Programme evaluation is complete, it will be reported to the Partnership and Governments before publication.

There will also be an opportunity as part of future reviews of the Benefits realisation Plan to consider evaluation of specific themes for the Deal, for example clean growth.

Appendix A

Tay Cities Region Deal: Outputs, Outcomes and Impacts Guidance and Definitions

Tay Cities Outputs Definitions at Deal Signing

Prior to Deal Signing in December 2020, a set of outputs & definitions, as set out in Table Three, were agreed by both Governments and the Partnership and shared with all named Projects to support them in developing their own outputs. At the time, each owner was asked to consider and provide figures, where appropriate, at the SOC stage recognising that not all of the outputs were relevant. From this exercise, the Heads of Terms were developed and included the commitment to over 6,000 jobs and £400m leverage.

Table 3 – Deal Signing Outputs Definitions

Output	Definition
New Jobs	New, FTE, permanent, paid job created as a result of the project
Construction Jobs	New, FTE, permanent, paid job created with construction sector partners as a result of the project (including apprenticeships)
Jobs Protected	FTE, permanent, paid job retained in the organisation/sector as a result of the project (including apprenticeships)
Journey Time Savings	Improvement in journey times (minutes) between point A and point B as a result of the project
Development Space Unlocked	Additional space (m ²) created as a result of the project
Training Places	Number of additional training places created as a result of the project (excluding apprenticeships)
Visitors	Number of visitors attracted to the project
Start-Ups	The number of new businesses created as a result of the project
SME's Supported	The number of businesses (with no more than 250 employees) supported by project activity
Private Sector Investment	Funding from non-public sector sources
Leverage	Leverage is defined as any funding/contribution to total project costs excluding Tay Cities Deal funding and unrecoverable VAT.
- LA leverage	Funding/Contribution secured from Local Authority partners
- HE/FE Leverage	Funding/Contribution from HE/FE partners to the project
- Private Sector Leverage	Funding/Contribution from Private Sector partners
- Any other leverage	Funding/Contribution from any other parties to the project

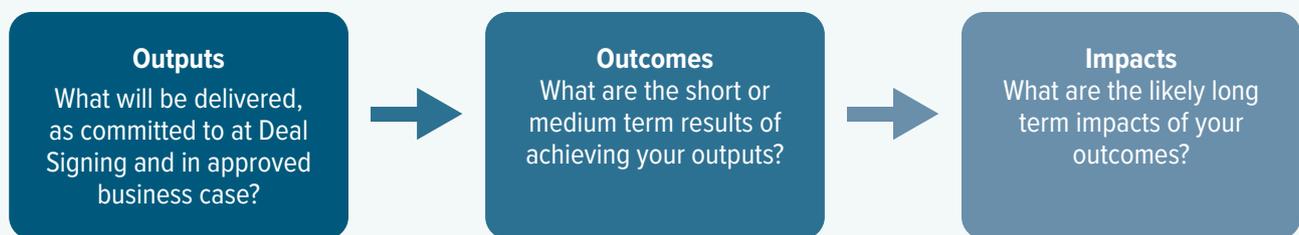
In developing business cases, Projects may commit to additional outputs which will be captured in the reporting.

Definitions Guidance

To help with benefits reporting, a guidance note will be developed to provide support when considering outputs, outcomes and impacts. The PMO will continue to liaise with the National PMO Networking Group to develop a set of definitions guidance, to support all Deals. Any guidance will be shared, as appropriate.

The list provided will not be exhaustive and will take examples from Benefits Realisation reporting as this evolves: additional project specific outputs, outcomes and impacts, as agreed at Deal Signing and in approved Full Business Cases, should be considered and reported where appropriate. Figure Two provides a high-level summary of what to report against outputs, outcomes and impacts.

Figure 2 – Reporting example and high-level definitions



Carbon and Environmental Definitions

As noted in Section 5 of the Plan, the Scottish Government issued guidance, on behalf of both Governments, relating to carbon management in August 2021 and updated in August 2022. Within the guidance, a set of carbon definitions were defined to support reporting. These are set out below in Table Five. Training and support continues to be provided by the Scottish Government to facilitate an understanding of the whole life carbon cost implications of all projects across the Deal.

In addition, it is a requirement that all projects must complete Appendix A of the Scottish City Region and Growth Deals Carbon Guidance so that the Governments are able to understand the likely impact of each project in relation to carbon impacts. This is a minimum requirement; however, any other commitments to carbon related outputs and monitoring is welcomed. The following table includes a range of example Carbon & Environmental Outputs.

Table 4: Example Carbon and Environmental Outputs

Definition	Evidence
1. What are the embodied carbon emissions resulting from the project? (tonnes CO²e)	
<p>Embodied carbon is the total greenhouse gas emissions (often simplified to “carbon”) generated to produce a built asset, excluding operational emissions. CO²e is shorthand for carbon dioxide equivalents, the standard unit in carbon accounting to quantify greenhouse gas emissions. Embodied carbon includes emissions caused by extraction, manufacture/processing, transportation and assembly of every product and element in an asset. In some cases, depending on the boundary of an assessment, it may also include the maintenance, replacement, deconstruction, disposal and end-of-life aspects of the materials and systems that make up the asset. Suitably authoritative carbon factor sources should be used in embodied carbon calculations, e.g. ICE Carbon Inventory, Environmental Product Declarations (EPDs), CESSM4, etc.</p>	<p>The level of evidence detail will depend on the phase of the project. At concept stage an estimate based on major project elements (e.g. steel, concrete, floor area, etc.) will suffice. As a bill of quantities develops, so will the embodied carbon estimate. Evidence will be in the form of a simple calculation with clear workings and assumptions that should be broadly as accurate as the associated cost estimate.</p>
2. How have embodied carbon emissions been minimised?	
<p>A description of the techniques used to arrive at the embodied carbon figure.</p>	<p>Evidence could include referring to the carbon management process used (e.g. PAS 2080, RICS Whole Life Carbon Assessment for the Built Environment, BREEAM, etc.) and associated procurement mechanisms to minimise carbon. Evidence could also include the use of low carbon materials or construction techniques with associated estimated carbon savings. Circular economy contributions, including waste minimisation and materials re-use, should be included here.</p>
3. What are the annual operational carbon emissions resulting from the project? (tonnes CO²e/year)	
<p>Operational carbon emissions result from the operation of a built asset. This includes carbon emissions associated with heating, hot water, cooling, ventilation, and lighting systems, as well as those associated with cooking, equipment, and lifts (i.e. both regulated and unregulated energy uses).</p>	<p>Predicted or actual data should be provided in relation to energy use, using best practice carbon conversion factors, e.g. the BEIS Greenhouse Gas Reporting factors or local equivalents where relevant.</p>
4. How have operational carbon emissions been minimised?	
<p>A description of the techniques used to arrive at the operational carbon figure.</p>	<p>Evidence could include referring to the carbon management process used (e.g. PAS 2080, RICS Whole Life Carbon Assessment for the Built Environment, BREEAM, etc.). Evidence could also include the use of renewable energy technologies or low carbon heating systems.</p>

Definition	Evidence
5. What are the estimated whole life carbon emissions resulting from the project over its design life? (tonnes CO²e)	
<p>Whole life carbon is the sum of a project's embodied carbon and operational carbon over a specified period, e.g. its design life or 60 years.</p>	<p>Evidence would be a calculation showing the sum of the embodied and operational carbon values.</p>
6. What whole life carbon savings are estimated compared to a 'business as usual' approach to project design and construction? (tonnes CO²e)	
<p>Savings can only be demonstrated against a legitimate carbon baseline, i.e. what carbon emissions would have resulted from the project had active carbon reduction measures not been in place.</p>	<p>Justification of the carbon resulting from the business as usual scenario, then a calculation showing the difference between this value and the project's whole life carbon emissions.</p>
7. How will the project become operationally net zero carbon by 2045?	
<p>A net zero asset may be defined as one that achieves a level of energy performance in line with national climate change targets that does not burn fossil fuels and that is 100% powered by renewable energy. Net zero is essentially the achievement of a balance of zero greenhouse gas emissions by taking actions to remove the same quantity of greenhouse gases from the atmosphere as all of the activities under consideration generate.</p>	<p>Evidence could include an outline description of how the project will feasibly decarbonise over time, e.g. by introducing new renewable technologies or following electricity grid decarbonisation (if the asset is powered only by electricity). Potential barriers to achieving net zero (e.g. financial, technological, skills, etc.) should be highlighted here.</p>
8. How has the project contributed to a more environmentally sustainable transport network?	
<p>An important gauge in the environmental sustainability of a transport network is the carbon emissions it generates. Carbon emissions quantification usually requires traffic modelling, although this may not always be necessary, depending on the project.</p>	<p>Evidence will be project-dependent, from a qualitative description for negligible carbon impact projects, to quantification based on traffic modelling for potentially significant carbon impact projects (e.g. sizable roads projects).</p>
9. Detail how the project has contributed to any other areas of environmental sustainability, e.g. mitigating pollution, dealing with contamination, enhancing biodiversity, etc.	
<p>Environmental sustainability here is distinct from social or economic sustainability, which are covered by separate outputs.</p>	<p>Summary bullet points will suffice here. Evidence could include reference to an Environmental Impact Assessment (EIA) report or BREEAM certification if available. Other contributions towards environmental sustainability should also be highlighted here.</p>

Appendix B

Reporting Template

The Benefits Realisation reporting template should be complete in Q2 annually with the Quarterly Report.



TCRD BRP Reporting
Template blank.xlsx

The following guidance note will support Programme, Fund and Project Owners to provide benefits updates.



Benefits Realisation
Reporting Guidance N

Appendix C

Evaluation Guidance

Project Evaluation

Purpose: The purpose of project evaluation is for Project Owners to share with the Partnership and the Governments the challenges and successes of project development and delivery, including benefits. It may be carried out as an interim evaluation report or once the Project is completed. The frequency is determined by i) evaluation arrangements set out in a Project's approved business case and ii) Thematic Board recommendation.

Evaluation reports will demonstrate how a Project is being, or has been, implemented and what effects it has, who/what groups have been impacted and why. As part of this, Projects will be able to show what learnings they have had and estimates of the overall impact of the Project and its cost-effectiveness.

Audience: Evaluation reports are used to inform both the UK and Scottish Governments as well as the Partnership on progress and lessons learned as a result of the Tay Cities Region Deal funding. Learning from these reports can be used to inform decisions going forward, such as future funding, that will improve benefit outcomes in the subject project and related projects for the region.

Method: Evaluation reports will be in line with the Magenta Book. This method of evaluation is a tried and tested approach. Through best practice sharing with other Deals, it has been determined that this is a logical approach. The evaluation report will be proportionate to the Project. This guidance document has been produced for Projects to follow in developing their evaluation report. The following guidance has been developed to simplify the Magenta Book approach to provide all Programme, Fund and Project Owners with suitable guidance to undertake evaluation.

Engagement: It is recommended that each Project engage with the Thematic Boards through the presentation of a brief, so that the Thematic Board can advise and support, where necessary, to guide the scope of the evaluation report.

As Project owners complete an evaluation report, this will be shared with the Partnership and Governments for information.

Schedule of Evaluation: Using i) evaluation arrangements set out in a Project's approved business case and ii) Thematic Board recommendation, the PMO has outlined a schedule of evaluation reports for Projects in delivery. As Project's are approved and enter the implementation/delivery stage, they will be added to the schedule. The schedule will be informed by Thematic Board recommendations before approval by the Management Group.

Programme Evaluation

The above approach applies to the Programmes in the Deal. The differences are that the Programme and Fund evaluations will be asked for both an interim and completion evaluation report. This will be done through a coordination of projects within each Programme in delivery.

The Project evaluations will inform the Programme evaluation. The schedule will be informed by Thematic Board recommendations.

The Magenta Book Guidance

The Magenta Book provides comprehensive guidance on evaluation to inform Governments and the Partnership about a Deal Project. Here are the key points to consider when evaluating a project:

1. Understanding Evaluation:

- **What:** Evaluation is the systematic process of assessing the effectiveness, efficiency, and impact of the Project.
- **Why:** It helps inform decision-making, improve policy design, and enhance accountability, whilst demonstrating the benefits to the region and any lessons learned.
- **When:** Evaluation should be integrated throughout the Project lifecycle, from design to implementation and review.

2. Designing an Evaluation:

- **Incorporate Early:** Evaluation should be built into the project's design and delivery from the outset.
- **Scoping:** Clearly define the evaluation's purpose, questions, and scope. It is recommended that this is done in collaboration with the relevant Thematic Board.
- **Methods:** Consider various evaluation methods (quantitative, qualitative, realist evaluation, etc.) based on the context and objectives. There are options for the methods undertaken including Process Evaluation, Impact Evaluation, and Value for Money Evaluation.

3. Managing the Evaluation:

- **Data Collection:** Collect relevant data using appropriate methods.
- **Quality Assurance:** Ensure data quality and rigor.
- **Stakeholder Engagement:** Involve relevant stakeholders throughout the process, if appropriate.
- **Risk Management:** Address potential risks and challenges. This can be two things: 1) risk in evaluation methods in ensuring that they are reliable and 2) using evaluation itself to manage and understand the risks to a Programme/Fund/Project.

4. Interpreting and Presenting Results:

- **Interpretation:** Understand the implications of findings.
- **Presentation:** Clearly communicate results to decision-makers and stakeholders. There are modes of communication that could be used e.g. report summary, newsletters, infographics, videos and presentations.
- **Dissemination:** Share evaluation findings effectively. For the Tay Cities Region Deal, the Evaluation Reports will be shared with the PMO within the agreed timescales, before being shared with the Partnership and Governments for information.
- **Proportionality:** Not all interventions will require the same level of scrutiny or have the same learning needs. Evaluation reports should be proportionate to the scale of the Project. For the Tay Cities Region Deal, the Project should consider this as part of their scope when working collaboratively on their evaluation brief with the Thematic Board.

For detailed guidance, refer to the **Magenta Book** and its supplementary resources

- [The Magenta Book - GOV.UK](#)
- [The Magenta Book: Central Government Guidance on evaluation](#)
- [Magenta Book – HM Treasury guidance on evaluation for Central ... - MandE](#)
- [The magenta book: Guidance for evaluation | Better Evaluation](#)

Process Evaluation

What is process evaluation? Process evaluation is used to assess how well a Programme/Fund/Project has been implemented. It focuses on understanding the planning process, the decisions made, and the activities undertaken during Programme/Fund/Project development and operation. It helps assess how well a Programme/Fund/Project is being implemented and provides insights for improvement.

The following sets out the process to follow to conduct a **process evaluation**.

1. Clarify Program Objectives and Goals:

- Clearly define the purpose and intended outcomes of your Programme/Fund/Project.
- Understand what you aim to achieve and how it aligns with broader goals.

2. Develop Evaluation Questions:

- Identify specific questions related to the implementation and processes for the Programme/Fund/Project.
- Consider aspects such as commitments, participant engagement, and adherence to the work plan, including timescales.
- Types of questions to consider are at Annex 1.

3. Select Evaluation Methods:

- Choose appropriate methods for data collection. Common methods include surveys, interviews, observations, and document analysis.
- Ensure that the selected methods align with your evaluation questions.

4. Set Up a Timeline for Evaluation Activities:

- Establish a schedule for data collection, analysis, and reporting.
- Regularly monitor the Programme/Fund/Project throughout its duration. This will be in addition to the annual benefits reporting required.

For more detailed guidance, please see the following sources:

- [Section 5. Developing an Evaluation Plan - Community Tool Box](#)
- [Step 07. Process Evaluation | Getting to Outcomes® | RAND](#)
- [What are the 5 Stages of an Evaluation Process?](#)
- [Project Evaluation Process: Definition, Methods & Steps - ProjectManager](#)

Impact Evaluation

What is impact evaluation? An impact evaluation assesses the long-term effects of a Programme/Fund/Project on its intended beneficiaries. It goes beyond merely describing or measuring impacts that have occurred; instead, it seeks to understand the role of the Programme/Fund/Project in producing these effects. Impact evaluation provides valuable insights into whether a project truly works and contributes to evidence-based decision-making.

The following sets out the process to follow to conduct an **impact evaluation**.

1. Theory of Change (ToC)/Logic Model:

- Programmes/Fund/Projects should have developed a Theory of Change (ToC) that depicts the program logic as part of the approved business case. A ToC illustrates how inputs lead to outputs, intermediate outcomes, and final intended impacts. It is recommended that this is refined based on evidence during implementation and monitoring.

2. Evaluation Questions and Indicators:

- Define clear and answerable evaluation questions based on the ToC. The main question focuses on the impact of the Programme/Fund/Project. Break it down into subsidiary questions. Define relevant indicators to measure the impacts.
- Types of questions to consider are at Annex 1.

3. Data Collection:

- Collect data on impacts using appropriate methods (surveys, interviews, etc.). Ensure data quality and rigor.
- Consider both primary data (collected directly) and secondary data (existing sources).

4. Explaining Impacts:

- Analyse the data to understand the causal relationship between the project and outcomes. Use statistical methods to assess impact.
- Consider counterfactuals (what would have happened without the project) to attribute changes to the Programme/Fund/Project.

5. Findings:

- Summarise the impact evaluation results. Highlight significant findings and patterns.
- Consider both positive and negative impacts.

6. Reporting:

- Prepare a comprehensive report that communicates the evaluation findings to stakeholders. This should also cover lessons learned.

For more detailed guidance, please see the following sources:

- [Designing an impact evaluation in six steps | Independent Evaluation ...](#)
- [Impact evaluation | Better Evaluation](#)
- [Overview of impact evaluation | Better Evaluation](#)
- [What Is Impact Evaluation? \(Benefits, Types, and Planning Tips\)](#)
- [Designing an impact evaluation work plan: a step-by-step guide](#)

Value for Money Evaluation

What is value for money evaluation? Value for Money (VfM) evaluation is a systematic process to understand whether an investment for a Programme/Fund/Project (money, time and/or other resources) represents good value.

The following sets out the process to follow to conduct value for **money evaluation**.

1. Develop a Theory of Change (ToC)/Logic Model:

- Programmes/Fund/Projects should have developed a Theory of Change (ToC) that depicts the program logic as part of the approved business case. A ToC illustrates how inputs lead to outputs, intermediate outcomes, and final intended impacts. It is recommended that this is refined based on evidence during implementation and monitoring.

2. Identify Criteria:

- Define specific criteria for assessing value for money. Consider elements such as cost-effectiveness and efficiency.
- Agree on standards of performance (rubrics) to evaluate against these criteria.
- Types of questions to consider are at Annex 1.

3. Evidence Needed:

- Determine the data and evidence required to assess VfM. This includes both quantitative and qualitative information. VfM evaluations work best in tandem with positive social impacts instead of intertwined so this should be considered.
- Collect relevant data through appropriate methods (e.g., surveys, interviews, document analysis).
- Ensure data quality and rigor during the collection process.

4. Analyse Evidence:

- Analyse the data to understand the relationship between costs, outputs, and outcomes.
- Use statistical methods to assess cost-effectiveness and efficiency.

5. Findings:

- Summarise the evidence and make informed judgments about whether the activity provides value for money.

6. Reporting:

- Prepare a comprehensive report that communicates the VfM evaluation results to stakeholders.
- Highlight key findings, recommendations, and areas for improvement.

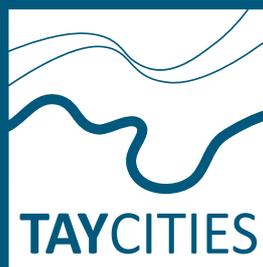
For more detailed guidance, please see the following sources:

- [Evaluation methods for assessing Value for Money](#)
- [OPM's approach to assessing value for money | Better Evaluation](#)
- [Value for Money Evaluation](#)
- [Evaluation methods for assessing Value for Money - BEAM Exchange](#)

Process Evaluation questions: What can be learned from how the Programme/Fund/Project was delivered?	Impact evaluation questions: What difference did the Programme/Fund/Project make?	Value for Money evaluation questions: Was this a good use of resources?
<ul style="list-style-type: none"> - Was the Programme/Fund/Project delivered as intended? - Were there enough resources? - Were there any unexpected or unintended issues in the delivery of the Programme/Fund/Project? - To what extent has the Programme/Fund/Project reached all the people that it was intended to? - What worked well, or less well, for whom and why? - What could be improved? - What can be learned from the delivery methods used? - Could the Programme/Fund/Project have been procured and delivered for less cost? - How has the context influenced delivery? - How did external factors influence the delivery and functioning of Programmes/Funds/Projects? - How did external factors influence the attitudes and behaviours of targeted groups? 	<ul style="list-style-type: none"> - Did the Programme/Fund/Project achieve the expected outcomes? - To what extent? - Did the Programme/Fund/Project cause the difference? - To what extent can the outcomes be attributed to the Programme/Fund/Project? How confident can we be that the Programme/Fund/Project caused the observed changes? - What causal factors resulted in the observed impacts? - How much can be attributed to external factors? - What would have happened without this intervention? - How has the context identified and influenced relevant outcomes/factors? - To what extent have different intended target groups been impacted in different ways, how and why? - Can the Programme/Fund/Project be reproduced? 	<ul style="list-style-type: none"> - How cost-effective was the Programme/Fund/Project? - Cost per unit (outcome, participant etc.) - What were the costs of delivering the Programme/Fund/Project? - Has the Programme/Fund/Project been cost-effective (compared to alternatives and compared to doing nothing)? - What is the most cost-effective option? - What was the value for money of the Programme/Fund/Project? - What are the benefits and did the project achieve the benefits outlined in the approved business case? - What are the costs? - What may have happened without this intervention?

Future learning: the different types of evaluation can together help answer questions about future learning:

- Are the Programme/Fund/Project goal's relevant, in different contexts?
- Can the policy be expected to work in other contexts?
- Is the Programme/Fund/Project sustainable from financial, economic, social and environmental perspectives?
- What has been learned about how to intervene in this Programme/Fund/Project space that can be transferred to other initiatives and future appraisals?
- What opportunities are there for benefit maximisation and disbenefit mitigation for this or other projects going forward?



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Further Information

Tay Cities Region Deal website www.taycities.co.uk

Tay Cities Publications, including the Deal Document and regional strategies/plans www.taycities.co.uk/publications

Tay Cities Joint Committee Papers www.taycities.co.uk/joint-committee

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